



# **United Nations Environment Programme**

## **Terminal Evaluation of Project “Capacity Building in Environmental Impact Assessment and Promotion of Public Participation in West Asia” DA/9999-07-01(1568)**

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## TABLE OF CONTENT

<b>EXECUTIVE SUMMARY .....</b>	<b>5</b>
<b>1. INTRODUCTION AND BACKGROUND.....</b>	<b>8</b>
<b>1.1 The Project Objectives .....</b>	<b>8</b>
<b>1.2 Project Execution and Main Components.....</b>	<b>8</b>
<b>1.3 Expected Accomplishments, Indicators and Means of Verifications.....</b>	<b>9</b>
<b>2. SCOPE, OBJECTIVES AND METHODS OF THE EVALUATION.....</b>	<b>11</b>
<b>2.1 Objective and scope of the Evaluation.....</b>	<b>11</b>
<b>2.2 Methods of the Evaluation .....</b>	<b>11</b>
<b>2.2.1 The Qualitative Tools .....</b>	<b>11</b>
<b>2.2.2 The quantitative Tools.....</b>	<b>11</b>
<b>2.3 Methodology Strengths and Challenges.....</b>	<b>12</b>
<b>3. PROJECT PERFORMANCE AND IMPACT .....</b>	<b>14</b>
<b>3.1 Key Findings from Stakeholders' Feedback and Comments.....</b>	<b>14</b>
<b>3.2 Project Evaluation Against the Defined Criteria.....</b>	<b>17</b>
<b>A) Attainment of project objectives and results.....</b>	<b>17</b>
<b>B) Sustainability of Project Outcomes .....</b>	<b>27</b>
<b>C) Catalytic role and Replication .....</b>	<b>30</b>
<b>D) Stakeholder participation/public awareness .....</b>	<b>31</b>
<b>E) Country ownership/driven-ness.....</b>	<b>32</b>
<b>F) Achievement of outputs and activities.....</b>	<b>33</b>
<b>G) Preparation and Readiness.....</b>	<b>37</b>
<b>H) Implementation approach.....</b>	<b>38</b>
<b>I) Financial planning and Co-financing.....</b>	<b>41</b>
<i>Financial planning and Co-financing has been given a rating Moderately satisfactory (MS).....</i>	<b>42</b>
<b>J) Monitoring and Evaluation.....</b>	<b>42</b>
<b>K. UNEP Supervision and backstopping.....</b>	<b>44</b>
<b>L) Complementarily with UNEP Medium Term Strategy and Program of Work .....</b>	<b>45</b>
<b>4. CONCLUSIONS AND RATING.....</b>	<b>47</b>
<b>5. LESSONS LEARNED .....</b>	<b>53</b>
<b>6. RECOMMENDATIONS.....</b>	<b>55</b>
<b>ANNEXES .....</b>	<b>56</b>

### **List of Tables**

Table 2.1	Number of Circulated E-Questionnaire by Country and Beneficiaries' Category
Table 3.1	Gender Representation in the National Workshops as indicted in UNEP NROWA Missions Report
Table 3.2	Gender Representation in the various project aspects as indicated as indicted in UNEP NROWA Terminal Report
Table 3.3	Accomplished Activities and remaining tasks according to the Project Extension Request, June 2009
Table 3.4	Expenditures rate (% of the project budget) according to project financial reports
Table 3.5	Summary of the presented challenges and actions takes as presented in Project Progress Report (September 2008- January 2009)
Table 3.6	Project expenditures breakdown by categories of activities
Table 4.1	Project Overall Rating

### **List of Figures**

Figure 3. 1	Review of Outcomes to Impacts (ROtI)
Figure 3.2	Status of Allotment Report, January 2010
Figure 3.3	Press Coverage for the workshop, Qatar
Figure 3.4	Press coverage for the workshop, Kuwait, Al Kabs 12 <sup>th</sup> January 2010

### **ANNEXES**

Annex 1:	Project background and Overview
Annex 2:	Evaluation ToRs
Annex 3:	Evaluator CV
Annex 4:	List of Reviewed Documents
Annex 5:	List of Interviewees during the Evaluation Cycle
Annex 6:	Categorized E- Questionnaires Evaluation
Annex 7:	Status of the Requested Documents
Annex 8:	Model of the Evaluation Charts received from UNEP/ROWA
Annex 9:	Result Based Budget as per the Project Document

## **LIST OF ACRONYMS AND ABBREVIATIONS**

BSP	The Bali Strategic Plan for Technology Support and Capacity Building
CEDARE	Center for Environment and Development for the Arab Region and Europe
DTIE/ETB	Division of Technology, Industry, Economics, Trade Branch
EA	Expected Achievement
EIA	Environmental Impact Assessment
ESIA	Environmental and Social Impact Assessment
FP	Focal point
IADG	Internationally Agreed Development Goal (UN Millennium Declaration)
IT	Information Technology
JES	Jordan Environment Society
KSA	Kingdom of Saudi Arabia
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
PIRs	Progress Implementation Review
ROtI	Review of Outcome to Input
ROWA	UNEP's Regional Office of West Asia
ToRs	Terms of Reference
TS	Technical Staff
UAE	United Arab Emirates
UN	United Nations
UNDA	United Nations Development Account
UNEP	United Nations Environment Program
WB	The World Bank

## **EXECUTIVE SUMMARY**

In January 2008 UNEP's Regional Office in West Asia (ROWA) launched a two-year *Capacity Building Program on EIA and Promotion of Public Participation in West Asia*, which aimed to enhance the effective use of Environmental Impact Assessment (EIA) procedures for developmental projects as well as public participation in the EIA process in the region. The project was meant to deliver High-Level Briefings and Capacity Building Workshops at the national level (involving government agencies, national training institutions and other relevant organizations) outlining the stages of the EIA, alongside the law, policy and institutional arrangements, public involvement and screening and scoping activities. It included the objective of providing decision makers and environment agency staff who review EIAs with the necessary skills to identify potential adverse impacts and to set appropriate environmental conditions for development projects in the West Asia Region to ensure their environmental sustainability. The capacity building activities were designed to equip those reviewing EIA reports with the relevant knowledge to provide knowledge-based recommendations to the ultimate decision-makers.

The project's targeted countries were Kuwait, Lebanon, Palestine, Syria, Qatar, Kingdom of Saudi Arabia, Yemen, Bahrain, Oman, Jordan, United Arab Emirates, and Iraq. It included eight components that involved both planning and execution of the capacity building program. The expected accomplishments (EA) of the project are summarized as follows:

**EA1:** Increased understanding of the requirements and importance of EIA throughout West Asia.

**EA 2:** Increased skills in implementation and review of EIAs among the relevant national authorities.

**EA3:** Enhanced public participation in EIAs in West Asia.

This Terminal Evaluation has the primary objective of assessing whether the project has attained the assigned expected accomplishments. It aims to examine the extent and magnitude of any project impacts to date and determine the likelihood of future impacts. The evaluation will also assess project performance and the implementation of planned project activities and planned outputs against actual results. The Terminal Evaluation focused on the following questions:

- Did the project improve the review of the EIA in the participating countries in the region?
- Did the outputs of the project articulate options and recommendations for conducting and reviewing EIAs more effectively in the region?
- To what extent are the project outputs able to influence the quality of EIAs, the policy makers, and other key audiences in the region?

Although the project did not introduce major policy changes during its lifetime, **it was successful in stimulating the issue of public participation in the EIA which started to be seen on the political agenda. The project completed most of the targeted workshops and exceeded the targeted number of participants** attending the technical training events. The workshops, specifically those using case studies, were perceived as demonstrative and provided **good replicable models**. The project has **also demonstrated a fairly good example of gender balance** where female representation among participants, on the level of the national workshops, reached its highest in Kuwait (83%). The project was **also successful in engaging the civil society organizations (NGOs) and raising their awareness on EIA-related issues**, particularly regarding public participation.

One of the main strengths of the project was that it managed to **disseminate a large amount of information on EIAs** through the training workshops and case studies. The project **made good use of the scientific resources** available by distributing UNEP EIA guidelines which serve as a “Train-the-Trainers” resource and which were very well received by the targeted audience. This is considered as strength of the project efficiency and also regarded as a guarantee of positive sustainability.

The project **managed to establish good partnerships and communication channels with stakeholders** in the countries, which is seen as invaluable for project implementation. The training beneficiaries showed enthusiasm to participate actively in the EIAs review process (especially NGOs). The various feedbacks received from workshops focal points and beneficiaries and the feedback of the workshop evaluation reflected a very positive impression about UNEP backstopping, particularly in terms of the technical and organizational input they provided during the training events.

On the other hand, the Terminal Evaluation revealed some limitations in the project design, preparation, and implementation which hindered the attainment of the overall project objective. The project design including the objectives, activities and monitoring indicators **were too generic and the anticipated results are perceived to be overly ambitious** in the given two years' timeframe, the wide geographic scope, and the diversity of countries. **The project vision was more focused on the short-term delivery of the activities rather than on establishing an institutionalized system for public participation in the EIA.**

Although the lack of capacities and the limited level of awareness are key challenges that the project activities aimed to tackle, **political will and the governments' commitments to continue the recommended actions after the project termination are also key requirements that the project did not work sufficiently to address**. The project was not successful in establishing and activating mechanisms for tackling the dominant top-down model, facilitating the attainment of the objectives and ensuring their long-term sustainability. The national websites which might have been among of the most relevant outputs that would have helped in establishing a system for ensuring public participation in the EIA process **were not, however developed**.

The project encountered a six months delay in implementation. An extension was however granted and even though the extension might be regarded as acceptable, the fact that execution of **plenty of the project activities was delayed and shifted to this extension, makes the project efficiency questionable**. The irregularity in releasing the project funds also reflects irregularity in the delivery of the activities and implies that **the last six months of the project witnessed significant squeezing to accommodate for the remaining activities within a tight timeframe that probably affected the project efficiency**.

The implementation plan as stated in the Project Document was quite general and did not include specific tasks to help in monitoring the project's progress. **The project tended to use a "cookie-cutter" approach which has caused several challenges in the practical application. Large variance in the performance of the partner countries was also observed and is believed to have occurred due to lack of a uniform set of required actions and in-common understanding for the roles as well as the difference in capacities among the targeted countries**. No mid-term evaluation has been carried out to review the project implementation progress, and some of the planned implementation mechanisms like the steering committee have not been formed.

Some introductory activities, like **separate project documentation for each country and partnerships strategies with the targeted countries including well-defined implementation roles and responsibilities** might have enabled a more efficient project implementation. However, **these activities have not been considered by the project**.

**No financial planning documents were prepared** apart from the detailed budget breakdown presented in the Project Document. In addition, the project did not prepare **monitoring plans**. The project progress reports have been developed on an irregular basis (periodically). This has negatively affected the efficiency of monitoring as well as the Evaluator's access to reliable data. Moreover, **no uniform registration forms were designed and no structured evaluation forms were circulated** in the various workshops of various countries.

Considering the positive aspects and the shortcomings illustrated above, the Terminal Evaluation concluded that the project overall rating is **moderately satisfactory**.

## **1. INTRODUCTION AND BACKGROUND**

In January 2008, UNEP's Regional Office in West Asia (ROWA) launched a two-year *Capacity Building Program on EIA and Promotion of Public Participation in West Asia*, which aimed to enhance the effective use of Environmental Impact Assessment (EIA) procedures for developmental projects as well as public participation in the EIA process in the region. The EIA is a key instrument for analyzing the effects on the environment development proposals, for integrating environmental concerns into the projects, mitigating any adverse impacts and providing a forum for public participation in the decision-making process. Nearly all developing countries have some experience of EIA, either through domestic legal requirements or because its application to projects financed by international aid and lending agencies has become standard requirement.

According to the project Terms of Reference (ToRs), UNEP, through the proposed project, was meant to deliver High-Level Briefings and Capacity Building Workshops at the national level (involving government agencies, national training institutions and other relevant organizations) outlining the stages of the EIA, alongside the law, policy and institutional arrangements, public involvement and screening and scoping activities. The project was to provide decision makers and environment agency staff tasked with reviewing EIAs with the necessary skills to identify potential adverse impacts and to set appropriate environmental conditions for development projects in the West Asia Region to ensure their environmental sustainability. The capacity building activities will equip those reviewing EIA reports with the relevant knowledge to provide knowledge-based recommendations to the ultimate decision-makers. The briefings and workshops will also introduce the concepts of strategic environmental assessment (a topic included in the UNEP EIA Training Resource Manual) and integrated assessment as tools which can be used by national governments to move beyond the project level to assessing the impacts of policies, plans and programs. Annex 1 presents the full project rationale and overview.

### **1.1 The Project Objectives**

The objective of the program was to build capacity of the regulatory agencies and Civil Society Organizations in West Asia in conducting and reviewing EIAs to ensure the environmental sustainability of development projects in the region as a contribution to the achievement of the Millennium Development Goals (MDGs).

### **1.2 Project Execution and Main Components**

The project was implemented by the UNEP Regional Office for West Asia (ROWA). The Economic and Trade Branch of UNEP/DTIE provided backstopping technical support. Experienced national and regional agencies as well as experienced sub-regional and national NGOs in EIA were selected to be focal points for the training workshops organization. Consultants were recruited for website development and case studies presentations.

The project included eight components that involved both planning and execution of the capacity building program. The components involved preparatory and start-up meetings, development of the training materials, identification of national training institutes, and execution of the workshops on the level of National decision makers, technical staff, and sub-regional NGOs. One of the project components was designed to provide support to the national agencies in the development of the websites for the dissemination of EIA reports for public review. In addition, the last components were designed to review national websites to ascertain the quality of EIA reports and the implementation level of public participation in the decision-making process.

More information on the project components are presented under Annex 1.

### **1.3 Expected Accomplishments, Indicators and Means of Verifications**

The project expected accomplishments included:

**EA1:** Increased understanding of the requirements and importance of EIA throughout West Asia.

**EA 2:** Increased skills in implementation and review of EIAs among the relevant national authorities.

**EA3:** Enhanced public participation in EIAs in West Asia.

The indicators that the project used to measure the achievement of the expected accomplishment and their means of verifications are as follows:

- IA1-i Increased number of decision makers aware of EIA procedures and its merits (at least 30 decision-makers participating in the meetings).

#### **Means of verification**

- Participants lists from high-level meetings
- Evaluation questionnaires circulated to participants

- IA2-i Increased number of national/local government personnel able to competently review EIA reports (at least 100 national/local government personnel trained).

#### **Means of verification**

- Participants lists from meetings
- Evaluation questionnaires circulated to participants
- Follow up questionnaires on application of skills
- Participation in review meetings as an observer to evaluate review processes

- IA3-i Increased number of EIA reports available for review in the public domain.

#### **Means of verification**

*Capacity Building Program on EIA and Promotion of Public Participation in West Asia*  
Terminal Evaluation

- Survey of established websites to assess number of EIA reports in the public domain and to evaluate their statistics and content
- IA3-ii Increased number of NGOs able to competently review EIA reports, able to engage in public participation forums, and able to submit comments.

**Means of verification**

- Evaluation questionnaires for NGOs to assess participation and feedback on experiences

## **2. SCOPE, OBJECTIVES AND METHODS OF THE EVALUATION**

### **2.1 Objective and scope of the Evaluation**

The terminal evaluation extended from February to August 2010 covering the project's two years lifetime. It is in line with the mandate of the UN rules to conduct a Terminal Evaluation at or shortly after the completion of any project. The evaluation has been coordinated by UNEP Evaluation Office and conducted by an independent evaluator based in Egypt. The objective of the Evaluation was to assess if the project has attained the expected accomplishments as stated in the project document and examine the extent and magnitude of any project impacts to date and determine the likelihood of future impacts. The evaluation will also assess project performance and the implementation of planned project activities and planned outputs against actual results. In measuring this, the evaluation will focus on the following main questions:

- Did the project improve the review of the EIA in the participating countries in the region?
- Did the outputs of the project articulate options and recommendations for conducting and reviewing EIAs more effectively in the region?
- To what extent are the project outputs able to influence the quality of EIAs, the policy makers, and other key audiences in the region?

### **2. 2 Methods of the Evaluation**

According to the evaluation ToRs (Annex 2), the Evaluator was advised to adopt an approach that aims to ensure the full involvement of the program key beneficiaries. The methodology that the Consultant employed included a participatory mixed-methods approach, using both qualitative and quantitative tools as explained in more details below.

#### **2. 2. 1 The Qualitative Tools**

The Evaluator gathered in-depth information and feedback from the various project stakeholders. This was adopted with the primary aim of measuring the capacity building program impacts. The qualitative tools involved **literature review of existing documentation** (Annex 4) such as project document, monitoring reports (3 progress reports available), Terminal Report, mission reports, notes from the Project Manager's office, as well as other relevant project related material produced by the project staff and published on the project website. **Field visit to UNEP regional office in Bahrain** to conduct interviews with project management and technical support staff, and to the UNEP headquarters in Nairobi to interview Project Task Manager and Fund Management Officer and other relevant staff and stakeholders. **Telephone interviews with various stakeholders (Annex 5)** for participants' feedback.

#### **2. 2. 2 The quantitative Tools**

In order to gain quantitative data for the evaluation process, four (4) categories of e-questionnaires (Annex 6) were developed. For each category of the capacity building program beneficiaries, a questionnaire was tailored to measure the beneficiaries' feedback on the program and the level of their benefit. The categories that were accessed included technical staff (TS), IT staff, the focal points (FP) and the representatives of the non-governmental organizations (NGOs). The e-questionnaires were sent to the relevant users according to a list provided by the project manager and they were designed to focus only on the important to-the-point questions paying attention to the length of the questionnaires. Table 2.1 below shows the number of the circulated e-questionnaires by country and category of beneficiaries. It also shows the number of responses submitted by recipients.

**Table 2.1: Number of Circulated E-Questionnaire by Country and Beneficiaries' Category**

Country	Number of Sent E-Questionnaires by category				Number of Received E-Questionnaires by category				Total Sent	Total Received
	FP	TS	NGOs	IT	FP	TS	NGOs	IT		
Bahrain	1	-	6	3	-	-	1	-	10	1
Iraq	-	-	1	1	-	-	-	-	2	-
Jordan	2	-	9	2	2	-	1	-	13	2
Lebanon	1	5	1	-	-	-	1	-	7	1
Oman	1	-	5	2	-	1	1	1	8	3
Palestine	-	-	1	2	-	-	-	1	3	1
Qatar	1	2	1		-	-	-	1	4	1
KSA	1		2	1	-	-	-	-	4	-
Syria	1	1	3	2	1	-	-	-	7	1
UAE	1	-	3	2	-	-	-	-	6	-
Yemen	1	5	-	-	1	1	-	-	6	2
Kuwait	1	3	-	2	1	-	-	-	6	1
Total	11	16	32	17	5	2	4	3	76	13

### 2.3 Methodology Strengths and Challenges

The Consultant believes that the adopted methodology and the employed tools were the most efficient considering the vast geographic scope of the project and resource limitation including timeframes and allocated funds. The e-questionnaire was a suitable alternative to field visits in gathering beneficiaries' feedback based on a structured consistent set of questions and also convenient in terms of privacy and flexibility in receipt's time.

On the other hand, several challenges confronted the evaluation process and prevented gaining the required level of depth that the evaluation sought to achieve:

- This Terminal Evaluation was designed to assess and compare the project performance across the targeted countries. However, this proved to be difficult

- since **some of the requested documents**, for instance documents on financial expenditure and country level evaluations, **perceived as crucial to the evaluation were not available** (see annex 7 for the list of document availability according to a checklist received from UNEP/ROWA Project Officer). **In addition, the country specific information was quite general, available only to some countries and lacked the required detail and consistency that could have enabled the comparisons.**
- According to the project ToRs and the Project Document, participants were expected to provide feedback on the workshops for evaluation purposes against a checklist of specific inputs/outputs. However, these checklists were not available and only the results of a few workshop evaluations for 4 countries were received. In addition, **a questionnaire survey targeted to NGOs to assess their participation and to receive feedback on experiences was proposed to be used as a monitoring tool for the indicator "Enhanced public participation in EIAs in West Asia", However, it did not become clear if these tools were consistently applied** since the evaluation results were only available for a few countries (Lebanon, Amman, Qatar and Kuwait) and the type of targeted beneficiaries was not clear (Please check Annex 8).
  - It was also observed that the lists of capacity building program participants were not complete in terms of participants' affiliations, contact details or details about the type and date of the workshops. This caused some difficulties to start the e-questionnaire circulation process. It also made it difficult to statistically review the participants' characteristics, particularly because the project involved several workshops with partly the same participants. Although the Evaluator used the same beneficiaries' categorizations based on workshop attendants, i.e. technical training for NGOs and IT experts from governments, as presented in the project ToRs and the project documents, the received lists from the UNEP Regional Office were not consistent with this. This could however, be partly due to the fact that some Focal Points chose to invite NGOs which were not in the original lists to the national technical trainings. In addition in some cases, participants registered for the workshops had not actually participated in the training, but were only present at the High Level openings. **This implied that the list of beneficiaries was not accurate and should have been updated during the process and in some cases** the Evaluator was not provided with the actual final lists.
  - It was also observed that in several cases **the targeted beneficiaries held more than one identity**. For instance in Jordan, the same training consultant was also a beneficiary of the training. This raised several questions related to the credibility and neutrality of their responses to the questionnaire.
  - Efficient communication and cooperation with UNEP Project Officer made it possible to forward a total of 76 e-questionnaires to the 4 targeted beneficiary categories in the twelve countries. **The number of responses received, however,**

was very limited compared to the number of trainees and countries involved (Please review Table 2.1 above) despite that several reminders were sent. In addition, **the received questionnaires often included unanswered questions and irrelevant answers.** The results shown in Table 2.1 above imply that a critical category of the capacity building program like the Technical Staff (TS) hardly participated in the evaluation. Some of the countries like KSA, UAE and Iraq did not contribute to the evaluation findings with any of their categories of beneficiaries. In the meantime, some of the project beneficiaries were reluctant to give any feedback (Bahrain EPA). Due to the limited number of responses, the Evaluator found the use of statistical analysis meaningless. To overcome this challenge, an alternative method of generic analysis was provided (see Chapter 3), which assisted in formulating the final conclusions of the evaluation.

### **3. PROJECT PERFORMANCE AND IMPACT**

#### **3.1 Key Findings from Stakeholders' Feedback and Comments**

As explained under section 2.4, the analysis of the limited number of questionnaires that have been received from the project beneficiaries was made on a generic basis to compile the main comments and feedback received from workshop beneficiaries by group as shown below.

##### **Main Feedback and Comments from the Focal Points:**

According to the FPs, the capacities of relevant staff have been improved from a medium to a fairly high extent as a result of the training workshops. A relevant audience has attended and participated in the workshops and the workshops provided good opportunities for participants to learn more about public participation. The project fairly contributed to institutional change and catalytic financing. Examples of this included the Yemen initiation for the new General Department for Monitoring and Evaluation, EPA which prepared five EIA Draft guidelines concerning: Dams, Roads, Effluent Water, Public Participation and Water Management to be approved by the Ministers' Council. It received some support from The Netherlands in the field of water protection in Yemen.

Focal Points mentioned frequent correspondence with UNEP task managers.

However, the following comments were raised:

- The training has not covered the process of the review of EIA in detail (Kuwait FP)
- There has been a need to involve further ministries apart from the Ministry of Environment (Jordan FP)
- Limitation in the geographic selection of NGOs to include only those in the capital or nearby cities (Yemen FP)
- NGOs budget limitation that prevents them from the practical application of what

- they have learned (Yemen FP)
- The role of NGOs is not well defined and no legal mandates are in place to allow them to efficiently participate in the EIA process to ensure public participation (Yemen FP)
  - Poor representation of women (Yemen FP)

### **Main Feedback and Comments from the NGOs**

Participants from NGOs assessed that the workshops met their needs to an extent that varied from medium (Bahrain and Oman) to fairly high (Lebanon and Jordan). The most useful topics/subjects for them were EIA scoping, public participation, issues around biodiversity and urban planning. However, the responses showed that the issues learned had not been applied in practice, with three out of four questionnaires indicating poor and fairly poor utilization of the knowledge. Only two respondents appropriately answered the question on the issues that were best utilized in practical application by referring to the ‘communication with various actors’ (Lebanon) and "using some of the ideas delivered by the workshop like the examples of recycling resources in teaching" (Oman).

Question about challenges facing the participatory bottom-up approach received no responses from the NGOs. However, one response referred to policies and freedom which might have implied to policy challenges that prevent the full consideration of public opinion (Bahrain).

Apart from one NGO in Lebanon, the replies indicated that none of the NGOs have been approached by any of the program developers to evaluate the program or to provide ongoing support to beneficiaries. The NGO in Lebanon, however, stated that there has been telephone communication by program developers to follow up.

### **Main Feedback and Comments from the Technical Staff:**

Only two questionnaires from the TS were received, one of them from Oman and the other from Yemen. Both mentioned that their questions have been answered by the training which was tailored to their needs. They both mentioned that they can apply practically what they have learnt. The overall rate of the training varied from excellent by Yemen TS to very good by Oman TS.

Yemen TS referred to several EIAs that he participated in, but all were before the training execution.

The following are very important comments raised by TS:

- This training was too general.
- The training helps beneficiaries in reviewing EIA studies performed by specialized contractor (Oman TS).
- Lack of equipment on the operations of measuring environmental contaminants, lack of training in the use of modeling and the difficulty to convince stakeholders of the importance of environmental assessment are existing challenges (Yemen TS).

### **Main Feedback and Comments from the IT Staff:**

According to the received responses from the IT staff, the overall rating of the project varies between excellent to very good. All agreed that the idea of the website model would have improved the quality of the EIAs. They were happy about the model but stated that they wanted to actually participate in the review of the EIA through the websites.

The main benefit gained from the training included:

- Learning what the EIA means and how to improve the process of EIA (Oman IT Staff)
- It provided the know-how in public participation for EIA, and how to involve the public in decision making (Palestine)
- Helping in getting a proper introduction to the UNEP's EIA program, sharing previous professional experiences of the participants and getting a professional training on the developed web site and how to customize it (Qatar)

Main expected benefits from the website for improving the quality of the EIA involved:

- Bringing all the concerned stakeholders at one station in order to discuss the topics included at the EIA. The website will improve public participation process in the region (Oman IT staff)
- The public will feel involved in decision making, and the decision makers will receive feedback about the feelings and responses of the community about a certain project (Palestine IT staff)
- Using the web technology to review an EIA is encouraging to the public and civil society organizations to share their opinion, plus it is much easier. Having a database to EIAs will make it much easier to extract useful data and statistics and much faster to manage results. Having the history of previous EIAs stored in a database will be very useful in building a knowledge base based in previous data to be used in the future (Qatar IT staff)

General comments of the IT staff included:

- We only need the final version of the web application so we can deploy it, once activated. The training content and presentations was excellent but the schedule was a little tight (Qatar IT Staff)
- Another training workshop needed to make a team of the various countries for the process (EIA) (Palestine IT staff)
- Recommend that UNEP will hold other training courses on how to involve technology in enhancing the environment using for example GIS and maps and remote sensing (Oman IT staff)

As can be observed from the responses above, some positive results were achieved. Almost all respondents agreed that the trainings were useful. In particular, the sessions on public participation and how to involve the public in reviewing EIAs was widely welcomed, especially by the NGOs. According to the few evaluation charts received from UNEP majority of the respondents showed high interest in the topics that were presented. However, it is important to stress that it is not recommended to generalize the findings

above because the received responses could not be considered as a representative sample. This is applicable to both, the e-questionnaires circulated by the Evaluator as well as the evaluation charts received by UNEP ROWA.

Certain negative aspects should not be underestimated. This, most importantly, involves the fact that neither a baseline study or evaluation have been conducted for the training workshops to allow for more efficient measurements for the usefulness of the training sessions and their impacts. The use of the learned skills remains closely linked to the release of EIA information and thus it is difficult to assess because the EIAs are not yet public and the means to access EIA information i.e. the website is not yet functioning.

### **3.2 Project Evaluation against the Defined Criteria**

#### **A) Attainment of project objectives and results**

The project objective is stated as "*to build capacity in West Asia in reviewing EIAs both by the regulatory agencies and Civil Society Organizations to ensure the environmental sustainability of development projects in the region as a contribution to the achievement of the Millennium Development Goals*".

The project is intended to strengthen the capacities at national level to enable better public participation on the Environmental Impact Assessments (EIAs) review processes and thus reverse the current trend of decision making in the twelve targeted countries from top-down model into bottom-up. The objective was anchored within three expected accomplishments (EA) that function as the key indications that the project has attained its objectives:

- EA1. Increased understanding of the requirements and importance of EIA throughout West Asia
- EA2. Increased skills in review of EIAs among the relevant national authorities
- EA3. Enhanced public participation in EIAs in West Asia

The analysis of these expected accomplishments is elaborated under each of the sub-criteria. Most of the expected accomplishments were achieved. The project succeeded building the capacity of decision makers and national authorities on the importance of EIAs and increased the skills in EIA review to some extent. However, the expected accomplishment 3, enhanced public participation, which was considered to be the most important factor leading to the project objective, was not achieved.

#### **A.1 Effectiveness**

UNEP Evaluation Office advocates the use of the Review of Outcomes to Impacts method (ROtI) to assess the project effectiveness in achieving the intended outcomes and impacts. Schematic pathway analysis is drawn below in figure 3.1 to show progress towards likely impact achievement.

The project objective as stated in the project document was “to build capacity in West Asia in reviewing EIAs both by regulatory agencies and Civil Society Organizations to ensure the environmental sustainability of development projects in the region as a contribution to the achievement of the Millennium Development Goals”. This was expected to be achieved through training workshops by increasing understanding and skills in review of EIAs. This is strongly linked to the project’s EA1 and EA2. The project was to assist to develop national websites as a tool for engaging stakeholders and stimulating public participation in the EIAs review. Three *expected accomplishments* (EA) (considered by the Evaluator as outcomes) were designed as will be explained in more details.

The project successfully completed most of the targeted workshops and reached a large proportion of the targeted audience. More than 308 participants from the intended 100 attended the technical training events.

According to the evaluation ToR, gender balance is also one of the important indicators to be used to measure project effectiveness in delivering benefits equally to a balanced audience using a gender-sensitive approach. Although the project document lacks aspects of gender mainstreaming, gender balance of workshop participants was fairly good as demonstrated in Tables 3.1 and 3.2. On the level of national workshops, female representation reached its highest in Kuwait (83%). It is worth noting, as shown below, that women representation in the other countries was quite modest varying from 15% in Jordan to 39% in Lebanon and Yemen. The latter is very close to the overall level of women participation in the project activities (Project Terminal Report).

**Table 3.1: Gender Representation in the National Workshops as indicted in UNEP NROWA Missions Report**

Country	Male	Female	Gender representation (% of total)	Comments
KSA	37	-	0	Lack of gender participation is attributed to the cultural setup of the country
Kuwait	5	24	83	
Oman	Not known	Not known	Not known	The report only referred to limited number of participants due to plenty of absences and did not mention numbers
Jordan	29	5	15	
Syria	35	11	24	
Lebanon	33	21	39	
Yemen	24	15	39	
Qatar	22	7	24	

*Source: Mission Reports of the National Workshops in the targeted countries (the information are driven from the reports that were made available to the Consultant)*

**Table 3.2: Gender Representation in the project workshops as indicted in UNEP NROWA Terminal Report**

Total Participants	Male	Female	Gender representation (% of total)
369	235	134	36.3

*Source: Project Terminal Report, June 2010*

The project was also successful in engaging civil society organizations (NGOs) and raising their awareness on EIAs and particularly on public participation within the EIA. One of the project indicators included "increased number of NGOs able to competently review EIA reports, to engage in public participation forums and to submit comments". Thirty-six participants from 24 NGOs (18 male and 18 female) have participated in the two sub-regional workshops, which included practical sessions on how to participate effectively in the EIA process. All participants have indicated that such capacity building is valuable both for the direct objective of enhancing the public participation in the process of EIA review as well as for a wider objective of equipping the NGOs with the techniques need to engage local communities.

In some of the countries, on the other hand, the project has been deviated from its original path by focusing on specific target groups without holistically covering all the targeted audience of the projects. This is particularly true in Yemen where 50 participants out of 52 were affiliated to NGOs. The other target groups, particularly governmental officials and technical staff, have not participated which has negatively affected the achievement of the project objective especially in terms of building capacity of the regulatory agencies in West Asia in reviewing EIAs. This is generally seen as an obstacle that prevented the project from achieving the planned objective.

In the meantime, the national websites were not developed. Thus, the release of EIA information and the possibility to access the EIAs through a public domain and submit comments still remains a challenge which is seen to critically jeopardize public participation and further, the achievement of the project objective. A generic website CD was produced to assist the countries in EIA website development, but it still needs to be adapted to each country. Yet, no approval from the targeted countries has been obtained for this. The content of the website CD was appreciated by the stakeholders (questionnaires analysis), who agreed that the website will improve the quality of EIA and reinforce the process with public participation once launched.

The pathway below summarizes the relationships between the project interventions/outputs, outcomes and impacts. It also shows the main risks and assumptions which might form threats that challenge the project outcomes.

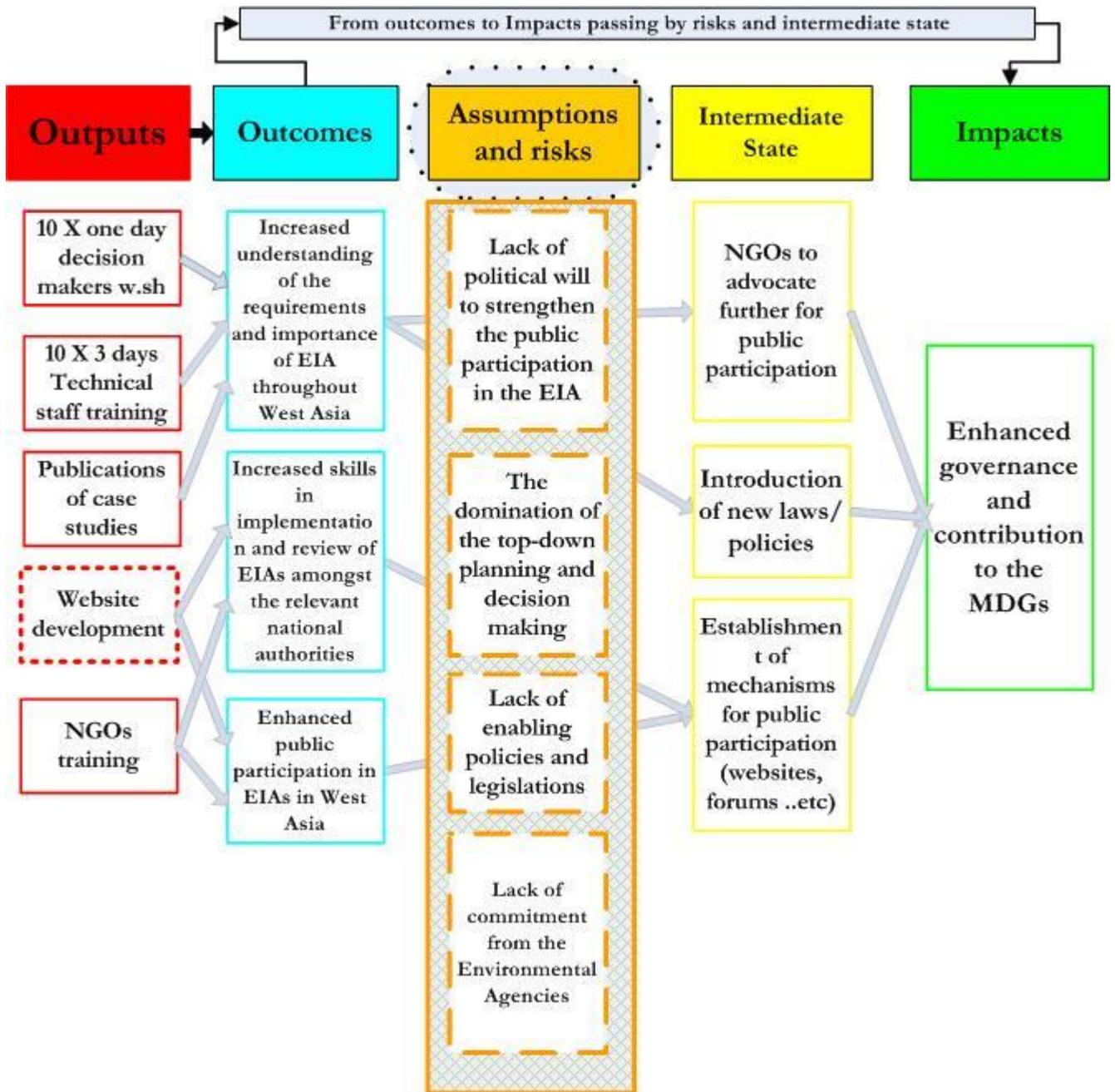


Figure3. 1: Review of Outcomes to Impacts (ROtI)

*N.B: the dashed borders for the outputs indicate that the activity has not been properly accomplished.*

The pathway analysis showed that the project activities were designed to contribute to achievement of several of the outcomes (expected accomplishments), namely increasing understanding of the requirements and the importance of EIAs, increasing skills in EIA reviews among the relevant national technical staff and enhancing public participation in EIA reviews in West Asia. However, there are some main points that should not be underestimated:

- The first two outcomes or expected accomplishments are very difficult to measure, particularly because of the absence of baseline information that would allow the occurred change to be measured. In other words, measuring an increase in understanding requires knowledge about the level of understanding of EIA requirements before the workshops. The same is also applicable to an increase in skills, which could not be measured without knowing the participants baseline skill level. Consequently, it is quite difficult to judge the level of achieving the outcomes and thus, the project impact. Further related information is elaborated under the section on monitoring and evaluation.
- However, conducting successful workshops and increasing the level of knowledge and the skills of the targeted audience does not necessarily mean that the beneficiaries will apply the skills in practical situations or that these skills will automatically guarantee a higher level of participation in the EIA review process. This is particularly true if no mechanisms are in place to facilitate the public participation process.
- The project did not set monitoring measures/indicators to assess the impact of the increased level of knowledge on the process of the EIA review. It is, thus, very difficult to measure the project's future impacts. Even in countries where the EIA review process will involve increasing the level of participation in the future, it would be difficult to attribute this increase solely to the project.
- The existing risks, as elaborated in the pathway analysis, will negatively affect the overall impact of the project

*Based on the findings above, Effectiveness has been rated as Moderately satisfactory (MS)*

## **A.2 Relevance**

The project objective is in line with UNEP strategic framework priorities for 2006/2007 (the project formulation period) under Program 11 (Environment). The sub-programs and their Expected Accomplishments of relevance are:

### *Sub-program 4: Technology Industry and Economics*

- Expected Accomplishment (b): Increased understanding and implementation by public and private sector decision makers and organizations of environmentally sound management practices and tools, including Cleaner Production, Sustainable Consumption and prevention of and responses to environmental emergencies.
- Expected Accomplishment (d): Enhanced capacity of public and private sector decision makers and organizations to integrate the environmental dimension of sustainable development into their economic, trade and finance policies and practices, including corporate environmental and social management.

*Sub-program 5: Regional Cooperation and Representation*

- Expected Accomplishment (b): Increased capacities of countries and regional bodies in the legal, policy and institutional areas to address environmental priority issues.

The project was also linked to MDGs specifically MDG 7, "ensure environment sustainability," target 7A, "integrate the principals of sustainable development into country policies and programs and reverse the loss of environmental resources."

Moreover, the project idea was innovative and well tailored to help in achieving MDG targets at the national level. This is, in particular, true since the project helped to strengthen the knowledge and skills related to EIAs and encouraged participants to consider environmental aspects in planning for and designing of various development programs and projects.

However, the project design did not take into account the specific needs of each country. There were neither funds nor time to conduct needs assessments before project formulation. It was understood that the project was a UNEP proposition to the Arab countries in West Asia. As a result, some of the project activities were not implemented in some key countries like Bahrain, UAE, Jordan and Iraq. This is due to several reasons including a lack of political interest, the fact that some of the countries were in political transition periods or because other comprehensive programs on the same subject were already in place.

*Based on the findings above, Relevance has been rated as Satisfactory (S)*

### **A.3 Efficiency**

The total cost of the project under evaluation amounted to USD 475,000. This amount was allocated to address one of the main challenges currently facing West Asian countries in the practical implementation of the EIA process. This gap is caused by a weakness in the capacity of authorities and a lack of awareness of EIAs in general and the role of public participation in the EIA in particular. In that sense, the project was meant to invest in human capacities, and this is perceived by the Evaluator as a financially feasible investment.

The project made good use of the scientific resources available by distributing UNEP EIA guidelines which were very well received by the targeted audience as shown in various reviewed progress reports, mission reports and the Terminal Report. The Terminal Report showed that all participants in the National workshops have indicated that the UNEP/DTIE manual used for the training presents information in a logical and clear manner, assisting them in their relevant aspects of EIA implementation. In some countries (for example Kuwait and Qatar) the environmental agencies have indicated that they will adopt the UNEP EIA Review Guidelines as a mechanism for the review of

submitted EIA reports. The delivered presentations for the various workshops as part of the project also involved valuable information that was disseminated and meant to increase knowledge and understanding in issues related to the EIA process, public participation and e-learning.

According to the results based work plan in the project document, the high level briefing workshops as well as the training workshops for national technical staff and the national websites establishment should have been delivered in 2008 and the project was meant to be completed in August 2009. A 6 months project extension request was formulated by ROWA in July 2009 along with a request for a budget extension. The reasons for this request included the following factors:

- Political and institutional changes in some countries of the region causing delays in identifying focal points for the project and also in the implementation of workshops. (This is still the case in the UAE, where the implementation of current changes is temporarily delayed.)
- Delays on the side of governments in agreeing on dates for the implementation of training workshops
- Postponement of workshops due to security issues (e.g. Yemen)

**Table 3.3: Accomplished Activities and remaining tasks according to the Project Extension Request, June 2009**

Accomplished activities until July 2009	Remaining tasks until end of the project (December 2009 after approving the extension)
<ul style="list-style-type: none"> <li>• Delivery of seven national training workshops (for Kuwait, Lebanon, Palestine, Qatar, Saudi Arabia, Syria (Aleppo), Yemen), with High Level Briefings at the opening sessions. During these workshops, 213 people have been trained and 17 decision-makers briefed (targets for the project are 100 and 30 respectively)</li> <li>• Agreements reached for delivery of workshops in Bahrain (October), Syria (27-28 October, 2009) and Jordan (November), and details are still to be finalized with Oman.</li> <li>• Delivery of Sub-regional Workshop on Public Participation in EIA for Civil Society Organizations in the Gulf Cooperation Council, with 17 participants.</li> <li>• Collection of a number of case studies for development, translation and publication as an addendum to the EIA Training Manual</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver the outstanding training workshops</li> <li>• Organize and deliver the Sub-Regional Workshop on Public Participation for Civil Society Organizations in the Mashreq (provisionally on 1-3 December, 2009)</li> <li>• Development of EIA Public Participation Website and training of EIA Focal Points</li> <li>• Finalization of the case studies and preparation of the publication</li> <li>• Evaluation of the project</li> </ul>

Accomplished activities until July 2009	Remaining tasks until end of the project (December 2009 after approving the extension)
<ul style="list-style-type: none"> <li>• Identification of a suitable IT Consultant to develop the websites for use (as required) by the environment agencies as a tool to disseminate EIA reports and gather comments and preliminary meetings on website design.</li> </ul>	

*Source: Extension of the Project on Capacity Building in Environmental Impact Assessment and Promotion of Public Participation in West Asia, Project Account No. ROA-2007- 0034-2798-6875, Request sent by UNEP ROWA, July 2009*

The project encountered delays in implementation. Although the six month extension might be regarded as acceptable, the fact that plenty of the project activities have been delayed and shifted to this extension makes the project efficiency questionable.

To assess the project’s financial efficiency, the Evaluator reviewed the progress reports as well as the Allotment Report provided by UNEP/ROWA, January 2010. No financial planning documents have been prepared, only the project document has included a “results based budget” which presented the various budgetary items required to carry out the various activities (attached in Annex 9). However, this has not been interpreted in the form of timely budget plans. The reviewed documents gave an overall idea about the progress in the project expenditure along the project timeframe as well as the total rate of project expenditure against project budget upon project completion.

**Table 3.4: Expenditures rate (% of the project budget) according to project financial reports**

Report Duration	Expenditures rate (% of the project budget)	Duration for the mentioned expenditure rate	Sources	Comments
August 2007 – February 2008	3.5%	August 2007 – February 2008	Progress Report (1)	
February 2008 – September 2008	3.5 %	August 2007- September 2008	Progress Report (2)	
January 2008 – January 2009	19 %	August 2007- January 2009	Progress Report (3)	
August 2007 – January 2010	89 %	August 2007 – January 2010	Allotment Report	The report covers the whole project duration

Following are the main observations that were reached from the review of the information presented in the table above:

There is an overlap among the periods covered by the produced progress reports. As could be observed from reviewing the expenditure rates during the duration from August 2007 to September 2008:

*Capacity Building Program on EIA and Promotion of Public Participation in West Asia*  
Terminal Evaluation

- Only 3.5% of the total project budget has been reimbursed during the duration of 14 months.
- No expenses were disbursed in the duration from February 2008 to September 2008 (8 months)
- Until January 2009, which is supposed to be only 8 months before the original end date of the project, not more than 19% of the project budget has been spent.
- The duration of the last one year of the project (from January 2009 to December 2009) involved the expenditure of 70% of the project expenditure.

Figure 3.2: Status of Allotment Report, January 2010

<b>STATUS OF ALLOTMENT REPORT</b>									
Summary by Fund, Project and Object Class/Code									
Posted Accounting Period As at 201001.0.									
Source of Fund: ROA Sub-Fund of the Special Account for Supplementary Developmental Activities and Promotion of Public Participation in West Asia									
Project 1588 DA99990701 ROL-56-272: Capacity Building in Environmental Impact Assessment and Promotion of Public Participation in West Asia									
Object Class/Code Name									
602	General temporary assistance	Alotment	Pre-Encumbrance	Unliquidated Obligations	Disbursement	Expenditure	Total Unencumbered	Bala	
0051	General Temporary Assistance - Salaries	42,850.00	0.00	0.00	0.00	0.00	0.00	42.85	
0052	General Temporary Assistance - Common Staff Costs	0.00	0.01	97.44	43,130.46	43,227.90	43,227.90	-43.22	
0058	General Temporary Assistance Staff Assessment - General Service	0.00	0.00	0.00	3,411.43	3,411.43	3,411.43	-3.41	
602	Total Obj. Class General temporary assistance	42,850.00	0.01	97.44	42,752.29	42,849.73	42,849.73	3.76	
604	Consultants and expert groups	92,100.00	0.00	0.00	0.00	0.00	0.00	92.10	
0111	Personal Service Fees - Consultants	0.00	0.03	23,897.74	62,440.12	86,337.86	86,337.86	-86.33	
2801	Consultant Travel	0.00	0.00	0.00	3,037.13	3,037.13	3,037.13	-3.03	
604	Total Obj. Class Consultants and expert groups	92,100.00	0.03	23,897.74	65,477.25	89,374.99	89,374.99	2.72	
608	Travel of Staff	36,750.00	0.00	0.00	0.00	0.00	0.00	36.75	
2201	Travel - Staff to Meetings	0.00	1,263.00	3,744.33	28,096.15	31,840.48	31,840.48	-31.84	
608	Total Obj. Class Travel of Staff	36,750.00	1,263.00	3,744.33	28,096.15	31,840.48	31,840.48	4.90	
612	Contractual Services	10,000.00	0.00	0.00	0.00	0.00	0.00	10.00	
3908	Other Contractual Services	0.00	0.00	10,000.00	0.00	0.00	0.00	-10.00	
612	Total Obj. Class Contractual Services	10,000.00	0.00	10,000.00	0.00	0.00	0.00	0.00	
616	Operating Expenses	12,000.00	0.00	0.00	0.00	0.00	0.00	12.00	
4601	Maintenance of Furniture and Office Equipment	0.00	0.00	0.00	63.35	63.35	63.35	-6	
4707	Other Miscellaneous Services	0.00	2.00	2,788.40	9,365.36	12,153.76	12,153.76	-12.15	
616	Total Obj. Class Operating Expenses	12,000.00	2.00	2,788.40	9,428.71	12,217.11	12,217.11	-21	
617	Communications	5,000.00	0.00	0.00	0.00	0.00	0.00	5.00	
4408	Postage	0.00	0.00	0.00	5,000.67	5,000.67	5,000.67	-5.00	
617	Total Obj. Class Communications	5,000.00	0.00	0.00	5,000.67	5,000.67	5,000.67		
618	Supplies & materials & furniture & equipment	8,000.00	0.00	0.00	0.00	0.00	0.00	8.00	
5012	Acquisition of Office Equipment	0.00	0.00	0.00	1,186.67	1,186.67	1,186.67	-1.18	
5043	Acquisition, Software Packages	0.00	0.00	0.00	406.56	406.56	406.56	-4	
5045	Acquisition, EDP Equipment	0.00	0.00	0.00	950.84	950.84	950.84	-95	
618	Total Obj. Class Supplies & materials & furniture & equipment	8,000.00	0.00	0.00	2,544.07	2,544.07	2,544.07	6.46	
621	Fellowships, grants and contributions	268,300.00	0.00	0.00	0.00	0.00	0.00	268.30	
7202	Seminars, Tuition, Fees	0.00	0.00	41,785.03	188,627.42	230,412.45	230,412.45	-230.41	
621	Total Obj. Class Fellowships, grants and contributions	268,300.00	0.00	41,785.03	188,627.42	230,412.45	230,412.45	37.88	
	Total Project: 1588 DA99990701 ROL-56-272: Capacity Building in Environmental Im	475,000.00	1,265.04	82,312.94	341,926.66	424,239.60	424,239.60	50.76	
	Total Fund: ROA Sub-Fund of the Special Account for Supplementary Development A	475,000.00	1,265.04	82,312.94	341,926.66	424,239.60	424,239.60	50.76	

According to the Allotment Report, the project spent only 89% of the allocated budget. This is considered reasonable considering the fact that some of the activities have not been implemented. However, the analysis above shows obvious deficiencies in the expenditure progress. The project expenditures have not been disbursed on a regular basis and most of the project budget has been spent only during the last few months of the project. It seems that during the last six months (Table 3.3 above) the remaining project activities were squeezed in with a tight timeframe and this probably affected the efficiency of the way the activities were delivered.

*Based on the findings above, Relevance has been rated as Satisfactory (S)*

*Attainment of project objectives and results has been given an overall rating of Moderately satisfactory (Effectiveness MS, Relevance S, Efficiency MS)*

## **B) Sustainability of Project Outcomes**

The project has been developed to use and take advantage of the UNEP/DTIE training manual on EIA, which is a resource meant to “Train-the-Trainers.” All training participants were being provided with copies of all materials in English and Arabic to allow for their future use. The checklists circulated as part of the Course Section on “How to Review an EIA” are being taken and developed to suit the national processes. This is a good opportunity for project sustainability since it helps to increase the understanding of EIA process by the Competent Authorities, decision-makers and stakeholders. It also provides an applicable tool that could be used for future EIA preparation, which is also perceived as a good base for the sustainability of the project's outcomes by making development interventions oriented towards environmental as well as social and economic aspects.

In the meantime, political will and the governments' commitments to continue the recommended actions after the project termination are also key requirements for project sustainability. The domination of the top-down model of planning in most of the targeted countries means that the involvement and participation of the public by engaging NGOs and other civil society organization in reviewing the EIAs will remain questionable. The lack of interest for the project and the existing conflicts in some of the countries, like Palestine and Iraq, are serious threats for the project sustainability. The project focus was more on the short-term delivery of the activities rather than setting an institutionalized system for public participation in the EIA.

As shown above, one of the key activities of the project, the development of a public domain website for EIA report review, has not been completed. Although the activity was accepted at the level of EIA reviewers within the Competent Authorities, the Project Team has been advised that it is highly unlikely to be accepted by high level decision makers and EIA Consultants. The website was supposed to help in sustaining one of the intended impacts, namely public participation in the EIA, by serving as a main forum for incorporating views of the public into the EIA and as a good mechanism for activating

the participatory process. The project's failure to complete this component is perceived as a serious hindrance for project sustainability. It could be assessed that the main reason the website was not developed was linked to lack of political will.

### **B.1 Financial resources**

The resources allocated for the project were sufficient to implement all planned activities.

The project has not been co-financed by other sources such as private sector. The lack of co-financing is perceived as a weakness in terms of project sustainability. Financial contributions from additional stakeholders would have strengthened the sense of ownership and consequently could have created a good potential for project sustainability. Moreover, the project documents have not referred to any commitment from the targeted governments to provide financial resources to ensure project sustainability after the project end. For instance, as the website launching was planned, there has been no reference made to the maintenance costs.

*Based on the findings above, Sustainability of financial resources has been rated as Moderately likely (ML)*

### **B.2 Socio political**

Evaluation of the socio political risks that might negatively affect the sustainability of the project outcomes overlap with the analysis above about the lack of political will and the domination of top-down planning and decision making. The program disregarded several contextual factors that might impede civil society participation and public consultation activities. Despite the fact that raising public awareness is a necessary action in the EIA participatory process, there are other macro level challenges which might prevent it.

According to the project Terminal Report, one of the key aims of reaching the decision-makers was to promote public participation in the EIA process. Although no major policies have been developed during the period of the project, the issue is starting to be seen on the political agenda, with requests coming from both Yemen and Syria to hold further high-level briefings on public participation for decision-makers (including in the case of Syria, parliamentarians).

Enhanced public participation in EIA review would lead to increased participation by representatives from NGOs and civil society organizations in decision making regarding development projects. The e-questionnaires circulated by the Evaluator showed that key stakeholders welcomed this and saw that enhancing participation in reviewing the EIAs would be the way for civil society to have a say in development projects and to express their needs and concerns. Although this is perceived as a positive indication for the public interest in the project, there is no future measuring tools to assess if this interest will be transferred into practical public participation in the future. The website, which was not

developed, was the only measurable mechanism that would have enabled the assessment of public involvement and the engagement of NGOs and other actors in the EIA review.

*Based on the findings above Socio-political sustainability has been rated as Moderately unlikely (MU)*

### **B. 3 Institutional frameworks and governance**

Generally speaking, the development of policies and institutions to monitor and protect the environment has not kept pace with economic growth in the West Asian region. This weakness within the institutional framework is a general challenge that impedes the enforcement of environmental laws. Environmental protection does exist in the legal frameworks of almost all the targeted countries; however, there is major variance in the institutional capacities when it comes to practical application.

Some of the project countries are facing political strives (Palestine, Iraq), resulting in social unrest and considerable weaknesses in the existing political and institutional frameworks. Thus, it is unlikely that in these countries the project concept would be regarded as a priority issue. Other countries, such as UAE, did not participate in the Capacity Building Workshops for national technical staff due to major changes in the institutional setup.

Although the project worked to address the lack of institutional capacity, no institutional assessments on a country level to review existing political and legal frameworks have been conducted. The project rather tended to adapt a “one model fits all” approach and thus, might have a limited chance to influence the institutional frameworks or reverse the EIAs processes already in place. Review of the Project Mission Reports revealed that participants in e.g. Kuwait referred to the challenge caused by lack of awareness and the benefits that enhancing awareness might bring into the whole development process among several decisions makers in governmental agencies. In the meantime, Kuwaiti participants also expressed their fears about the limitations associated with existing legislative and institutional frameworks, and the fact that institutions still need strengthening in aspects like law enforcement and EIA monitoring.

Despite the challenging institutional and governance structures and the fact that influencing on institutional setup was not part of the project, the Evaluator believes that the project successfully strengthened capacities among government officials and NGOs which will likely enable them to advocate environmental protection and public participation in EIA processes in the future. This could be a role the project is playing indirectly in improving governance in the targeted countries.

*Based on the findings above, Sustainability of institutional frameworks and governance has been rated as Moderately likely (ML)*

### **B. 4 Environmental**

The UNEP regional office has an important role to play in meeting global environmental interests. Since the project is a capacity building project, there are no environmental risks that might threaten sustainability of the outcomes and thus the parameter is not applicable to the project as such. However, the project is expected to contribute positively to the environmental sustainability of the targeted countries through building the capacities of stakeholders in order to enable them to mitigate the negative environmental effects that may be associated with development projects and to protect the environment. The project was a good opportunity for the region to participate actively in the work towards achieving MDGs through stimulating public participation in the EIAs and decision making processes. Although it is quite difficult to identify initiatives within the different countries that would support the project outcomes, it was found that some countries have begun changing their behavior related to environmental management. For an example Yemen created a “Monitoring and Evaluation Department” within the Environmental Protection Agency (EPA) to be in charge of monitoring the environmental law enforcement as well as preparing EIAs. Such initiatives could be developed in other countries later.

*The Rating for environmental sustainability is not applicable (n/a)*

*Sustainability of Project Outcomes has been given an overall rating of Moderately likely (ML) (Financial planning ML; Socio political sustainability MU; institutional frameworks and governance ML; Environmental n/a)*

### **C) Catalytic role and Replication**

Integrating public participation in the EIA process was an innovative approach for the region. In fact, the countries are mostly practicing top-down decision making and such projects may positively reverse the situation and promote good governance processes.

Even if the project activities did not directly affect the institutional frameworks in place, the workshops, specifically those using case studies, were demonstrative and a number of participants evaluated them positively (UNEP evaluation sheets). The project did not attract more co-financing making all activities exclusively funded by UNEP. However, it is predicted that the project will enable the targeted countries to attract funds from international donor agencies in the future. This is considering the fact that all these agencies (e.g. UN agencies and the World Bank) pay considerable attention to the environmental safeguards, and in that sense, capacitated stakeholders will be more likely to attract external funds. For instance, several World Bank funded projects in Yemen (e.g. the Rural Electricity Access Project, the Port Cities Development Program and the Health and Population Project) required the preparation of Environmental and Social Impact Assessment (ESIA). Public participation in these ESIA is a core requirement for the WB.

According to the project Terminal Report, the environmental agencies in e.g. Kuwait and Qatar have indicated adoption of the UNEP EIA Review Guidelines in reviewing EIA

reports in the future. In the meantime, according to the workshop presentations the manual and guidelines will be further disseminated, which will then help in further capacity building activities.

The project also helped in disseminating six case studies that are expected to provide good models for replication. The case studies included:

- A waste site set for rehabilitation in Lebanon
- The development of a new town in Bahrain
- The development of a sugar processing plant in Syria
- The role of public participation in a cement manufacturing development in Jordan
- The development of the Asian Games suite in Oman
- A roads project in Kuwait

*Based on the findings above, Catalytic role and replication has been rated Satisfactory (S)*

#### **D) Stakeholder participation/public awareness**

The project offered a good opportunity to make the EIA process more participative to meet the MDG targets and the principles of good governance. Generally speaking, the mission reports received from UNEP as well as the responses from the project beneficiaries showed that stakeholder participation was perceived as one of the key approaches from which the project beneficiaries learnt from (e.g. Kuwait, Lebanon). The development of the public domain website was also perceived as a positive initiative for online review of EIAs (Jordan Mission Report). In the meantime, the workshop reports and presentations showed that the delivery of the project involved a number of participatory sessions where participants come together to share and exchange ideas and experiences. In that sense, the project was promoting a participatory approach.

However, when it comes to practical application, public participation in the EIA process is very weak in almost all of the targeted countries. Public participation is not part of the institutional framework and the institutional responsibilities of who should be promoting public participation are also not clear. The project did not put in place a mechanism to approach different stakeholders and the only activity that had the potential to contribute to that is the website which unfortunately has not been completed.

The evaluation perceives that the selected stakeholders were not necessarily the most relevant individuals or groups for this particular project. In Yemen, for instance, the participants for the event planned for the Environmental Protection Agency were mostly NGOs. This was not the best approach since crucial groups like the government technical staff and the decision makers were excluded which might have impeded the achievement

of project objectives. In Jordan, most participants in the NGOs sub-regional workshop were from an NGO that had also been contracted in organizing and delivering most of the workshop presentations<sup>1</sup>. Moreover, the original project design included a whole event targeting high level officials and decision makers perceived as key players in ensuring the project sustainability. The event, however, was reduced to an opening session only.

*Based on the evidence above, Stakeholder participation and public awareness has been given a rating Moderately satisfactory (MS)*

### **E) Country ownership/driven-ness**

Generally speaking, environmental concerns are increasingly becoming one of the top priorities on the political agendas of the targeted countries, partially because of lobbying by international community. In the meantime, the targeted countries represent a diverse group of countries and territories surrounding four regional seas; the Mediterranean, the Persian Gulf, the Arabian Sea, and the Red Sea. The environmental sensitivity of the region and the increased political interest in environmental issues suggest that the project has addressed one of the key subjects of relevance. Under these theoretical terms, the targeted countries are expected to have a reasonable sense of ownership to the project.

As part of dissemination of the results, a number of press releases were published about the workshops in national media (please refer to figure 3.4 below showing the scanned news about the workshop in Al Kabs, an independent daily Kuwaiti newspaper) and the regional Monthly Environment and Development Magazine. The project managed to establish good partnerships and channels of communication with the stakeholders which could be seen as invaluable in terms of project implementation. However, the project document does not refer to any participatory activities in terms of project formulation process. Thus, the project seems to be formulated in-house by UNEP staff and the fact that the project is not fully a demand-driven intervention might make country ownership questionable.

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<sup>1</sup> Jordan Environment Society (JES)



Figure 3.3: Press Coverage for the workshop, Qatar



Figure 3.4 Press coverage for the workshop, Kuwait, Al Kabs 12<sup>th</sup> January 2010

Whilst the targeted countries have not provided co-financing, they have provided several types of in-kind contributions. While co-financing and contributions from the benefiting countries were not a requirement by the donor, it is still one of the key aspects that need to be considered within the framework and the parameters of the UNEP evaluation. It could be claimed that in-kind contributions (e.g. with time, effort, etc.) might strengthen the sense of ownership of those individuals who have contributed but it does not necessarily mean that the level of ownership at a country level would be increased. Delays in the establishment of the national websites and the lack of political will to involve NGOs in the review of the EIA could be attributed to the limited sense of ownership of and belief in the project concept.

Based on the evidence above, Country ownership and driven-ness has been rated as Moderately unsatisfactory (MU)

**F) Achievement of outputs and activities**

- *Delivered outputs:* the project has successfully delivered most of the programmed activities; the start up meeting, technical workshops as well as the website training events. The project, however, encountered some practical challenges, which prevented

the achievement of some of the outputs. The anticipated launch of national websites was adjusted and replaced by a training of IT and technical staff involved in the EIA processes in each country. In addition, the project experienced major delays and all activities were executed during the last six months of the project lifetime.

- *Soundness and effectiveness:* The workshops were perceived as demonstrative and provided good replicable models. In addition, the project exceeded the targeted number of participants attending the technical training events. The launch of EIA websites was replaced by training and distribution of a generic guidance CD which, however, has not been used yet.

- *Outputs credibility:* The training beneficiaries, especially NGOs, showed high interest in participating actively in the EIA review processes. The project activities were relevant in disseminating useful information on EIAs and making good use of the available scientific resources. Whilst the project outputs have not resulted in policy changes yet, the project managed to stimulate discussion on public participation in the EIA which started to be seen on the political agenda.

The Project Terminal Report is the only document that included a review of the accomplishment of various project activities. A review of the main planned activities and the actual carried out activities are as follows<sup>2</sup>:

**Planned Activity (1)**

One Regional Start-up Meeting for National Focal Points to elaborate the project and secure commitment in assisting in the implementation of workshops at the national level.
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**Actual Carried out Activities**

A regional start up meeting was held in Bahrain on 14-15 January 2008 with 18 participants (8 male, 10 female). According to the Project Terminal Report, the participants welcomed the project and the government representatives approved its format, agreeing to provide the necessary support to the organization of the National Training workshops. The Civil Society Representatives also confirmed their support to the project and commitment to assist in implementation as required.

The Evaluator was provided with a workshop report that included a briefing about the progress, agenda and a list of participants. According to the report, the regional workshop was seen as a good opportunity for the various FPs to come together and discuss the needs of the various countries. Although, as previously explained, no structured needs assessment had been conducted, this workshop and the involvement of the FPs are considered as strengths in the process of the project preparation.

**Planned Activity (2)**

Ten one day high level decision making briefings on EIAs and their role in
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<sup>2</sup>A timeframe for completion of the various activities was not made in a clear and structured manner neither in this report nor any other sources.

developmental decision making process.

**Actual Carried out Activities**

According to the Project Terminal Report, an agreement was made with the EIA focal points that the High-Level Briefings would be undertaken in the form of a High-Level Opening Segment to the National EIA Training Workshops. The arrangement made most efficient use of time and resources and also enabled a greater participation in the events. Generally, the opening ceremony was considered as a high level briefing meeting except in Syria where parliaments were involved and in Yemen where a half day briefing was organized for this purpose.

**Planned Activity (3)**

Ten three day capacity building workshops for national technical staff (involving at least 100 persons).

**Actual Carried out Activities**

According to the Project Terminal Report nine Training Workshops were implemented. However, Jordan did not participate due to ongoing capacity building activities by a local training organization, Bahrain did not participate due to lack of time caused by an office move, and UAE did not participate due to major changes in the institutional setup.

More than 308 participants attended the national workshops on the implementation of an EIA (203 male, 105 female), and provided very positive overall feedback to the evaluation undertaken by the organizers. The Training Workshops also focused on the public participation aspects of the EIA process, which was welcomed and supported by all participants.

**Planned Activity (4)**

Publication of case studies from the region as a complement to the Arabic translation of the UNEP EIA Training Resource Manual

**Actual Carried out Activities**

Six case studies have been prepared and were, at the time of preparation of the Terminal Report, under peer review prior to publication. The case studies focus on public participation aspects and address various types of projects including industrial, infrastructural and services projects in six countries of the region.

**Planned Activity (5)**

Support to national agencies in the development of websites for the dissemination of EIA reports for public review

### **Actual Carried out Activities**

A workshop on the use of a website architecture developed under the project was held, with 25 participants (14 male, 11 female) representing both the IT sections of the environment agencies and EIA team members from each country. All participants welcomed the initiative but the website, however, has not been uploaded. This is perceived as a weakness of the project by the evaluator. Whilst the actual development of the website will be dependent upon higher level agreements and commitment and will be dependent on the decision making in each of the individual countries, the project should have placed additional effort to ensure that the website will be functioning since this is seen as a key mechanism to help to ensure public participation and consequently, attain the project objectives.

### **Planned Activity (6)**

Two sub-regional workshops for NGOs on reviewing and submitting comments on EIAs
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### **Actual Carried out Activities**

According to the sub-regional workshop reports, the two planned sub-regional workshops were held in November 2008 and December 2009. The first sub-regional workshop was conducted in Oman on the 5<sup>th</sup> and 6<sup>th</sup> of November 2008 with six participating countries, (Bahrain, Jordan, Oman, Qatar, UAE and KSA) and a total of 17 participants. The second sub-regional workshop was carried out in Jordan, on the 13<sup>th</sup> and 14<sup>th</sup> December 2009, with 9 participating countries (Bahrain, Iraq, Jordan, Lebanon, Oman, Palestine, Qatar, Syria and UAE) and a total of 19 participants. Examination of the workshop reports revealed the following key positive aspects:

- The participants of the first sub-regional workshop came out with some very useful and relevant recommendations, from which several were found to be in-line with the recommendations from this evaluation. The most useful and relevant recommendations were:
  - The need for a development of a mechanism for public participation, including the development of regional guidelines with examples of successful public participation
  - The need for a development of an NGO network for knowledge sharing in the region
  - The establishment of a network of EIA experts
- The workshops applied a participatory approach by encouraging the NGO participants to work in small groups and to share and present experiences.

In the meantime, the reports revealed the following weaknesses:

- Out of the 19 participants in the Amman workshop, seven were members of the Jordan Environment Society, a Jordanian NGO which was also involved in

organizing the workshop and delivered most of the workshop presentations. This is perceived as a weakness because it suggests that approximately third of the beneficiaries of the capacity building activity already had the capacity and were contributing to building the capacities of other organizations.

- The number of participants was low compared to the number of participating countries although there is no indicator for the number of participants in the project document. It is very unlikely that one participant from one NGO (like in the cases of Iraq, Palestine, Qatar and Lebanon) will be able to advocate for changes related to the inclusion of public participation in the EIA process.
- Despite the participatory methodology of the workshops as explained above, the reports were not successful in capturing and wrapping up the results of the working groups and did not show any indications of how the lessons learnt from the countries will practically feed into the processes of the review of the EIAs.

### **Planned Activity (7)**

Review of national websites to ascertain the quality of EIA reports and the implementation level of public participation in the decision-making process
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The establishment and use of websites for EIA review has not been possible during the project lifetime. This could be due to reluctance from the side of decision makers in the targeted countries to reveal the EIA information and their perception that the information should be kept confidential. This strongly contradicts with the project philosophy and objectives. This activity was replaced by a training workshop and a generic CD for uploading.

***Based on the evidence above, Achievement of outputs and activities has been rated as Satisfactory (S)***

### **G) Preparation and Readiness**

According to the project document, UNEP ROWA has a long and established relationship with the governments of the countries of the region in which it operates and has developed and implemented a number of capacity building projects in the region. One of the important lessons that the project benefited from and built upon is the fact that governments of the region respond better and get more involved when activities take place at the national level. By including governments as partners and avoiding travel by organizing activities at a national level, the participation has improved and the cost effectiveness of the capacity building activities has been ensured (several members of national agencies can be trained at the same time). Given that background, the project strongly benefited from the lessons learnt (both from UNEP and other organizations in this field, such as USEPA) by organizing the training workshops within the targeted countries and allocating local focal points and local partners to facilitate the implementation process.

The project objective and the expected accomplishments, as stated in the Project Document, were well formulated. However the project design was too general and the anticipated results are perceived to be over ambitious in the given two year's timeframe and the wide geographic scope. In addition, the Project Document did not specify tasks of national and regional organizations to a sufficient detail, which is perceived by the Evaluator to have negatively affected the project implementation.

As part of preparation and readiness the early stages of the project should have included some preparatory activities like the establishment of a baseline and a needs assessment by country and category of stakeholders. This would have enabled an assessment of the specific institutional, political and procedural conditions in the participating countries and helped to identify possible challenges and further tailor the project activities, to the extent possible, to fit within the countries' context. Although it has been proved to be very challenging to achieve within the time frame and the boundaries set by UNDA for their project formulation, it would have been of a major benefit if the project considered the preparation of separate project documents for each country, consistent with the generic project document, but providing more specific implementation details that are sensitive to the country's context. This stage should have also included clearly defined partnership strategies with the targeted countries including well-defined roles and responsibilities. This has not been the case and the project tended to involve a predetermined uniform agenda that disregarded the political, environmental, social and cultural specificities of the countries. It is, thus, difficult to assess the project as demand driven as no needs assessment was carried out and the project adapted a "cookie cutter" approach. The lack of interest in some countries towards a number of the core activities is perceived as a result of this weakness in preparation.

Moreover, financial planning should also be a key requisite during the project preparation phase in order to ensure that the delivery of project activities are in-line with expenditure plan and the timely and efficient implementation of the activities is ensured.

*Based on the evidence above, Preparation and readiness has been given a rating Moderately unsatisfactory (MU)*

## **H) Implementation approach**

In accordance to the Project Document, UNEP/ ROWA has coordinated and managed the implementation of the project with technical support from the Economics and Trade Branch of UNEP/DTIE. In addition, UNEP partnered with various regional and national agencies and organizations in project implementation:

- National environmental agencies as focal points for the national training workshops and website development
- National and regional organizations with an experience and background in EIA
- Regional, sub-regional and national NGOs for the sub-regional workshops for NGOs
- Consultants who will be recruited for the development of the websites and the case studies under UN Rules and Regulations

The implementation approach as stated in the Project Document was general and did not include specific tasks for the national and regional organizations. This is perceived to have negatively affected the project implementation. It caused variance in the performance of the partner countries because a uniform set of required actions and common understanding of the roles was missing. It also resulted in differences in the capacities of the countries, which was one of the important challenges that faced the project management.

No mid-term evaluation was carried out to review the project implementation progress and some of the implementation mechanisms, like the steering committee, which was planned for monitoring of the project were not formed. The project management, however, has developed three progress reports during the project cycle for which, according to the project management, no comments have been received. A Terminal Report has also been prepared. The three progress reports were well-developed in terms of reviewing the accomplished activities against the EA, presenting the plans for the remaining activities. The reports also presented the challenges such as those related to the website and the delay in the project activities. The reports have been prepared by responding to a structured set of questions and the presented information in the 3 progress reports and in the Terminal Report were quite informative for this Terminal Evaluation.

The project encountered delays in implementation. Although the six month extension might be regarded as acceptable, the fact that plenty of the project activities have been delayed and shifted to this extension and considerably squeezed makes the project efficiency questionable. However, it should be kept in mind that some of the delays were caused by factors outside the control of the project, e.g. political unrest. In the meantime, it was not clear how the project adapted and showed flexibility to the various types of changes and challenges during the project life cycle. Only one of the prepared progress reports included a section about the challenge encountered and the actions taken by the project management in order to deal with these challenges. This is summarized in Table 3.5 below.

**Table 3.5: Summary of the presented challenges and actions taken as presented in Project Progress Report (September 2008- January 2009)**

Challenges encountered	Actions taken to address the challenges
1. A National Training Workshop for Yemen was scheduled to take place on 19-20 November 2008, but with Sana'a at Security Phase 2, and upon the advice of the UN Security Advisor for Yemen the Workshop was postponed until Security Clearances can be granted.	No action can be taken and it is necessary to await a change in the security status.
2. The development of a website for EIA report review in the public domain, while being accepted at the level of EIA reviewers within the Competent	The website development process will continue and its idea and application promoted, but the Project Documents will probably be revised to include a regional

Challenges encountered	Actions taken to address the challenges
<p>Authorities when discussed, the Project Team have been advised is highly unlikely to be accepted by the decision-makers, and even EIA consultants in some countries who want their reports to remain confidential. This will have a serious impact on Activity A3.3</p>	<p>meeting and demonstration of the website <b><u>rather than necessarily a set-up at this time. It may be too early for such a step in the region.</u></b> The capacity building and technological support will, however, still be provided to each member state.</p> <p>In terms of increasing the awareness of the public participation aspects of the process, and also positioning the public (through Civil Society Organizations and Major Groups, and not just environmental NGOs) to participate, work is also being undertaken with national agencies.</p>
<p>3. Other problems related to the schedule of activities, with the nomination of Focal Points for the project and the development of dialogue for the organization of Workshops taking, in many cases, longer than anticipated.</p>	<p>This is now being resolved, and a schedule of Training Workshops in February - June 2009 has been established to achieve EAs 1 and 2.</p>

It could be observed from Table 3.5 above that challenge number 2 is considered as one of the main challenges that faced the project and affected its outcomes and results. The project management worked to take some actions to address the situation and they helped in offering alternative solution by revisiting the project documents to re-tailor the project activities to other activities that could be implemented, namely regional meetings and demonstration of the website. In the meantime, the challenge as stated above on Table 3.5 pointed to a key weakness in the project preparation stage that has been realized in this late stage of the project. The fact that the action of setting-up the website was perceived as "too early for such a step in the region" implies that this activity within the project framework is regarded as over-ambitious. However, this fact should have been considered since planning stage.

According to the Terminal Report, the practical problems encountered by the project included:

1. Slow processes of some government organizations
2. Difficulties in dealing with fund transfers to government entities
3. Entrusting secretariat function to partner organizations results in records not always as detailed as when UNEP retains the secretariat function

Although some of the practical problems are linked to the bureaucratic context within the countries like the delay in transfers and the slow processes within Governmental organizations, for other practical problems (like the third point above), actions from the project management were needed to tackle the problem. The lack of details in the records from some of the partner organizations might return to either lack of capacities to provide

details or lack of understanding for the level of the required details. The project management should have addressed this problem through orientation sessions or short training sessions that target partner organizations in order to ensure that they have the capacities and understanding to meet the reporting requirements.

*Based on the evidence above, Implementation approach has been rated as Moderately unsatisfactory (MU)*

## **I) Financial planning and Co-financing**

The actual funds used were in line with the planned budget, although only using 89 % of the total. Disbursements were made under the supervision of the project manager and the assistance of the financial administrative assistant.

The total approved budget for the project was US \$475,000.000 and the total expenditure as per the financial report provided (up to January 2010) was US \$424,239.50 (Table 3.6 below). The difference might be explained by the fact that the websites were not developed. The drop out of some countries has not, however, affected the budget disbursement as the budget has not been linked specifically to countries but generally to achieving the activities.

One budget revision was made during the project's lifetime where a transfer of funds was requested in order to adjust the under and over budgeted activities. The Fund Transfer Document did not indicate a date when it was introduced but likely it was issued in July 2009 which was when the project was planned to be terminated (request for project extension until December 2009 was given).

The project was not audited because of its small size. In addition the Evaluator was unable to make a detailed assessment of the quality of the financial planning and control at country level because this evaluation took place at the same time as the termination of the project.

Seventy percent of the project budget has been allocated to capacity building in the targeted countries. According to the table below (*summarized from UNEP Status of Allotment Report, January 2010*) 50% of the budget was used to build capacities in the countries involved and 20% was used for technical assistance.

**Table 3.6 Project expenditures breakdown by categories of activities**

<b>Budget class</b>	<b>Disbursement (USD)</b>	<b>Percentage %</b>
General temporary assistance	42,849.73	10.20
Consultants and expert group	89,374.99	21.07
Travel of staff	31,840.48	7.60
Contractual services	10,000	2.50
Operating expenses	12,217.11	3.00
Communications	6,00.57	1.19
Supplies, Materials, furniture &	2,544.97	0.12

<b>Budget class</b>	<b>Disbursement (USD)</b>	<b>Percentage %</b>
equipment		
Fellowships, grants and contributions	230,412.46	54.32
<b>Total disbursement</b>	<b>424,239.50</b>	<b>100</b>

*Source: UNEP Status of Allotment Report, January 2010*

*Based on the evidence above, Financial planning and Co-financing has been given a rating Moderately satisfactory (MS)*

## **J) Monitoring and Evaluation**

### **J. 1 Monitoring & Evaluation design:**

The monitoring and evaluation (M&E) process is an integral part of the project activities that should be established to assess the results and track the progress towards achieving the project objective. There was no proper monitoring plan and the designed monitoring system for the project was found to be weak, lack consistency among the countries, and to be more oriented towards measuring the completion of the activities with less attention paid to their impacts. On the other hand an external terminal evaluation was scheduled.

The project document included a monitoring and evaluation framework and formulated quantifiable indicators for measuring the minimum requirements for achievement of the expected accomplishments and activities. However, no baseline was prepared in order to allow for measuring the changes. The means of verification to assess the attainment of indicators were meant to be specific and quantifiable (e.g. number of workshops, number of participants), but they were not sufficient measurement tools for the targeted indicators. For instance one of the indicators was assessing the increased number of decision makers aware of EIA procedures and its merits. The means of verification for this indicator included lists of participants from high-level meetings and evaluation questionnaires to be circulated to participants. However, the attendance to a workshop does not necessarily reflect increased level of awareness and moreover, as already mentioned the evaluation questionnaires have not been preceded by baseline questionnaires to assess the level of awareness before the capacity building program.

On the other hand, the indicators were too general and not relevant to track progress towards achieving long term project objectives but only achievement of activities. The monitoring plan did not include indicators to measure performance or impacts. No uniform M&E system has been designed or applied in the targeted countries which made it difficult for the Evaluator to find comparative ground among countries. It also seems that the project has not considered a structured system for longer term measuring for the project impact, although several participants of the workshop recommended longer term monitoring and technical support from UNEP. The Terminal Report indicated that there is no specific system planned for this purpose but that this will be done through informal communication and based on the availability of resources.

*Based on the evidence above, M&E design has been given a rating Moderately unsatisfactory (MU)*

## **J. 2 Monitoring & Evaluation plan implementation**

Although the implementation of the monitoring plan followed the design, the monitoring implementation also included several weaknesses as follows:

- Registration forms were used for documenting the various events but in many cases they lacked consistency and a more structured manner would have strengthened the monitoring process. For instance, there were separate forms for each country and in many cases they were missing core information like dates, venue, and participants' affiliations. The Evaluator did not obtain signed attendance forms/sheets for the various workshops, although this was a main requirement and one of the means of verification for monitoring the progress.
- From the project countries, workshop evaluations were only available for Qatar, Amman, Kuwait and Lebanon. The evaluations had some shortcomings in terms of clarity and amount of information, which partially returns to the fact that some participants did not complete the evaluation questionnaires. For example, they did not specify the type of audience or stakeholders, failed to explain inconsistency between the number of answers and the number of participants and overall, raised several important questions that did not find answers. Accordingly, the value of the workshop evaluations as a monitoring tool could have been significantly higher.
- A Steering Committee was planned to manage project monitoring, possible adjustments, budgets and other plan approvals as necessary. However, it was not established which, according to the project manager, was due to the relatively small size of the project. However, no other measures were taken to compensate for this.
- The progress reports produced (3 in total: August 2007-February 2008; February 2008-September 2008 and January 2008-January 2009) were not developed within regular timeframes (periodically) as required. Apart from the last progress report, strong repetition and overlap was observed between the first two.
- A proper training for M&E activities was also lacking.

*Based on the evidence above, M&E plan implementation has been given a rating Moderately unsatisfactory (MU)*

## **J. 3 Budgeting and funding Monitoring & Evaluation activities**

According to the project document US \$10,000 was allocated for M&E activities (2 % of the total budget). Monitoring of the project activities was carried out by UNEP/ROWA

mainly based on the analysis of the questionnaires and the lists of participants of the workshops. Moreover, an external evaluator was contracted for the project Terminal Evaluation. Since none of the monitoring activities were demanding in terms of financial resources, the Evaluator believes that the allocated amount was sufficient.

*Based on the evidence above, Budgeting and funding for M&E activities has been given a rating Satisfactory (S)*

*M&E has been given an overall rating of MU; M&E design MU, M&E plan implementation MU, Budgeting and funding S*

## **K. UNEP Supervision and backstopping**

UNEP regional office for West Asia (UNEP/ROWA) was in charge of the project implementation. The dedicated project staff included a project manager, an administrative assistant, and one long term and three short term consultants recruited to support the work (1 for IT and 2 for implementing activities from the Jordan Environment Society).

The feedback received from the focal points and workshop beneficiaries, and the results of the workshop evaluation reflected very positive impressions about UNEP backstopping, particularly in terms of the technical and organizational input provided during the training events. The responses to the e-questionnaires circulated by the Evaluator also supported the perception of very good relations and indicated continual support from UNEP Task manager (questionnaires to Focal Points in Yemen, Jordan and Kuwait). At the country level, the project involved several partners as well as contracted external consultants for executing the activities as follows:

- National environmental agencies as focal points for the national training workshops and website development
- National and regional organizations with an experience and background in EIA
- Regional, sub-regional and national NGOs for the sub-regional regional workshops for NGOs
- Consultant to be recruited for the development of the websites and the case studies.

The project document referred to ToRs for the individual contractors but the implementation arrangements section (Project Document) does not, however, refer to their implementation responsibilities. The lack of uniform set of responsibilities for each partner among the various countries made it difficult to structure defined criteria to assess their performance during the project cycle. It also made it difficult for the Terminal Evaluation to obtain clear view of the level of performance and review it against the expected tasks. This also resulted in large variance in the quality of performance among countries. For instance, in places where focal points were active, it was noticed that this positively affected the project performance in the targeted countries (e.g. in Jordan).

*Based on the evidence above, UNEP supervision and backstopping has been given a rating Satisfactory (S)*

## **L) Complementarily with UNEP Medium Term Strategy and Program of Work**

The Project document highlighted that the project is within the scope and priorities of the UNEP Strategic Framework for the period 2006/2007 under Programme 11 (Environment): A59/6: Prog.11. The sub-programmes and their Expected Accomplishments of relevance are:

### **Sub-programme 4: Technology Industry and Economics**

#### *Expected Accomplishment (b):*

Increased understanding and implementation by public and private sector decision makers and organizations of environmentally sound management practices and tools, including Cleaner Production, Sustainable Consumption and prevention of and responses to environmental emergencies

#### *Expected Accomplishment (d):*

Enhanced capacity of public and private sector decision makers and organizations to integrate the environmental dimension of sustainable development into their economic, trade and finance policies and practices, including corporate environmental and social management

### **Sub-programme 5: Regional Cooperation and Representation**

#### *Expected Accomplishment (b):*

Increased capacities of countries and regional bodies in the legal, policy and institutional areas to address environmental priority issues

The project contributed to attaining these accomplishments by increasing the level of awareness and understanding of environmental issues among decision makers among other actors. It also highlighted the link between development project and environmental sustainability and the measures that could be taken to mitigate for any negative impacts.

The project is also strongly linked to the IADGs, including the MDGs and Development Agenda:

#### **i. The Millennium Development Goals (2000):**

In particular MDG7 regarding ensuring environmental sustainability, through the integration of the principles of sustainable development into country policies and programmes and reversing the loss of environmental resources

**ii. The Rio Earth Summit (1992) and the World Summit on Sustainable Development (WSSD) (2002):**

The implementation of EIAs meets the call of Agenda 21, Chapter 8 for the integration of environment and development in decision-making and also of Chapter 4 of the Johannesburg Plan of Implementation emanating from the World Summit on Sustainable Development, calling for the protection and management of the natural resource base of economic and social development.

**iii. The Bali Strategic Plan for Technology Support and Capacity Building (BSP):**

The BSP is an inter-governmentally agreed framework for strengthening the capacity of governments in developing countries and countries with economies in transition to coherently address their needs, priorities and obligations in the field of the environment. The BSP promotes “information for decision-making” as one of its key modalities.

The project is seen to have big relevance to BSP framework in terms of addressing the capacity gap of the governmental organization on environmental field by promoting awareness on the environmental sustainability that could be achieved by adherence to environmental regulations in conjunction with strengthening of public participation.

The project is also perceived to contribute to more than one of the thematic priority areas of the UNEP Medium Term Strategy 2010-2013. Out of the six thematic areas, the project is directly linked to the thematic area of Environmental Governance. The project contributed to building the capacities of wide scale of stakeholders, particularly NGOs on the level of the targeted countries. This will contribute to empowering those beneficiaries and enabling them to make decisions which contribute to environmental sustainability.

#### 4. CONCLUSIONS AND RATING

Considering the various challenges in carrying out this Terminal Evaluation and on the light of the primary and secondary information accessed, the following are the main conclusions

- The project objective was innovative and in line with the global environmental issues to be addressed as well as the concerns of MDGs, specifically MDG 7 related to environmental sustainability. The project intended to significantly improve good governance in the region through enhancing public participation to EIAs process and decision making.
- Through different national and sub-regional training workshops the project has contributed to raising awareness among various stakeholders including NGOs who are perceived as key players in advocating for enhanced public participation. Technical staff training was also appreciated by the attendees (participants' evaluation sheets).
- The design and implementation of the project monitoring system have some weaknesses that are believed to have negatively affected the ability to measure the project outcomes and impacts.
- Until the time of this Terminal Evaluation, the project has not been successful in establishing the EIA websites as planned and thus, has not succeeded to contribute towards releasing EIA information for public participation. The reason for that, as previously discussed, is that decision-makers and EIA consultants in some countries preferred to maintain the EIA reports confidential. The Evaluator believes that this is one of the key components and a main ingredient for project sustainability. The websites aimed for the disclosure of EIA and were perceived as a core opportunity for strengthening public participation in the EIA process. This potential risk/fear should have been realized since early stage of the project and should have been mitigated by the project team through establishing dialogue with decision makers, academics and consultants in the targeted countries. The project team is to follow up with the establishment of the websites after the project closure, but documented commitment does not seem to exist.

Table 4.1 below summarizes the project overall ratings as explained in Chapter 3.

**Table 4.1: Project Overall Rating**

<b>Criterion</b>	<b>Evaluator's Summary Comments</b>	<b>Evaluator's Rating</b>
<b>A. Attainment of project objectives and results (overall rating)</b> <b>Sub criteria (below)</b>	<ul style="list-style-type: none"> <li>• Most of the expected results were achieved. However, EA 3 was not fully met since disclosure of EIAs has not been realized to enable public participation in EIAs</li> </ul>	<b>MS</b>

Criterion	Evaluator's Summary Comments	Evaluator's Rating
A. 1. Effectiveness - overall likelihood of impact achievement (ROtI rating)	<ul style="list-style-type: none"> <li>• The project completed most of the targeted workshops and reached a high number of the targeted audience with a good gender balance.</li> <li>• It is difficult to measure other qualitative outcomes (e.g. knowledge and skills) due to absence of baseline information</li> <li>• National websites, as specified in the project document, were not developed. External risks, such as lack of political commitment, are likely to have negative impacts on the long term impacts of the project.</li> </ul>	MS
A. 2. Relevance	<ul style="list-style-type: none"> <li>• The project objective is in line with UNEP strategic framework priorities for 2006/2007 (the project formulation period) under Program 11 (Environment)</li> </ul>	S
A. 3. Efficiency	<ul style="list-style-type: none"> <li>• The project made good use of the scientific resources available by distributing UNEP EIA guidelines</li> <li>• The project allocated funds to address one of the main challenges currently facing West Asian countries in the practical implementation of the EIA process, namely the lack of capacities and awareness of the relevance of EIA and the role of public participation</li> <li>• The implementation of the project activities witnessed delay</li> </ul>	MS
<b>B. Sustainability of Project outcomes (overall rating)</b> Sub criteria (below)	<ul style="list-style-type: none"> <li>• The project took use of the UNEP/DTIE training manual on EIA which is a practical tool to be used by project beneficiaries and is likely to promote project sustainability.</li> <li>• The project was more focused on the short-term delivery of the activities rather than setting up an institutionalized system for public participation in the EIA.</li> <li>• The project's failure to complete the website component, is a serious hindrance for project sustainability</li> </ul>	MS
B. 1. Financial	<ul style="list-style-type: none"> <li>• The financial resources allocated were sufficient for all the activities</li> <li>• The lack of co-financing is perceived as a weakness for project sustainability.</li> <li>• There has not been any commitment from the</li> </ul>	MS

Criterion	Evaluator's Summary Comments	Evaluator's Rating
	targeted governments to provide financial resources to ensure the project sustainability	
B. 2. Socio Political	<ul style="list-style-type: none"> <li>Although no significant changes in EIA procedures have been witnessed during the lifetime of the project, the issue of EIAs and public participation is starting to be seen on the political agenda.</li> </ul>	MS
B. 3. Institutional framework and governance	<ul style="list-style-type: none"> <li>The project worked to address the lack of capacities in reviewing EIAs on the institutional level. However, no institutional, country based assessments were conducted by the project, but rather, the project tended to adapt a "one model fits all".</li> </ul>	MS
B. 4. Environmental	N/A	N/A
<b>C. Catalytic Role</b>	<ul style="list-style-type: none"> <li>The project promotes public participation and may positively contribute to reversing the top-down planning model. The targeted countries will be using UNEP EIA Review Guidelines as a mechanism for the review of submitted EIA reports</li> <li>the project did not attract more co-financing</li> <li>the project helped in disseminating six case studies that are expected to provide good models for replication</li> </ul>	<b>S</b>
<b>D. Stakeholders participation/ public awareness</b>	<ul style="list-style-type: none"> <li>The project offered an innovative opportunity to make the EIAs process more participative. Stakeholders' participation is perceived to be one of the most useful modules that the project beneficiaries learnt from. The project did not put in place a mechanism to approach different stakeholders and the key activity that had the potential to contribute to that is the website and, unfortunately, it has not been completed.</li> </ul>	<b>MS</b>
<b>E. Country ownership / driven-ness</b>	<ul style="list-style-type: none"> <li>Environmental concerns are becoming one of the top priorities of the political agendas of the targeted countries. The project managed to disseminate a large amount of information on EIAs through the training workshops and the provided case studies. It also established good partnerships and communication channels with stakeholders in the countries. On the other hand, it is not fully a demand-driven intervention. The lack of contribution (co-</li> </ul>	<b>MU</b>

Criterion	Evaluator's Summary Comments	Evaluator's Rating
	funding) from the beneficiary countries negatively affect the sense of ownership.	
<b>F. Achievement of outputs and activities</b>	<ul style="list-style-type: none"> <li>• Most of the planned activities have been implemented apart from the establishment of the national websites, which has not been possible during the project life and was replaced by a training workshop and a generic CD. The project witnessed delays which resulted in implementing all the workshops and training sessions during the last six months of the project.</li> </ul>	<b>S</b>
<b>G. Preparation and readiness</b>	<ul style="list-style-type: none"> <li>• The project strongly benefited from the lessons learnt (both from UNEP and other organizations in this field, such as USEPA) in the organizational matters in order to assure an effective utilization of resources and to meet the targeted countries convenience.</li> <li>• In the meantime, the project design was too general and the anticipated results are perceived to be over ambitious in the given two year's timeframe and the wide geographic scope. The preparatory phase of the project lacks introductory activities like baseline and needs assessment by country and category of stakeholders. It also did not establish clearly defined partnership strategies with the targeted countries including well-defined implementation roles and responsibilities.</li> </ul>	<b>MU</b>
<b>H. Implementation approach</b>	<ul style="list-style-type: none"> <li>• The project was implemented by UNEP/ROWA with technical support from Economics and Trade Branch of UNEP/DTIE. UNEP also worked with other regional and national agencies/organizations for which, however no ToRs were prepared. The project implantation encountered some practical problems, most importantly, inability to establish the website. The project management worked to address this aspect through revising the Project Documents to include regional meetings and demonstration of the website.</li> </ul>	<b>MU</b>
<b>I. Financial planning and Co-financing</b>	<ul style="list-style-type: none"> <li>• Project disbursements were in line with the planned budget. The total expenditure used 89 % of the total project budget (due to the failed</li> </ul>	<b>MS</b>

Criterion	Evaluator's Summary Comments	Evaluator's Rating
	<p>website activity). 70 % of the project budget has been directed to capacity development in the targeted countries.</p> <ul style="list-style-type: none"> <li>• During the project's lifetime, only one budget revision was made when a transfer of funds was requested to adjust under and over budgeted activities.</li> </ul>	
<p><b>J. Monitoring and Evaluation (overall rating)</b> <b>Sub criteria (below)</b></p>	<ul style="list-style-type: none"> <li>• M&amp;E was sufficiently budgeted for but the minimum requirements for a continuous M&amp;E process were not applied.</li> </ul>	<p><b>MU</b></p>
<p>J. 1. M&amp;E Design</p>	<ul style="list-style-type: none"> <li>• The designed monitoring system was weak, lacked consistency among the project countries and was more oriented towards measuring the completion of activities with less attention paid to their impact. The project included a Terminal Evaluation by an external Consultant to ensure transparency, which is an important strength of the M&amp;E system designed for the project.</li> <li>• Key weaknesses in the monitoring design are that it does not involve a collection of baseline data to allow for measuring the changes. The means of verification to assess the attainment of indicators were meant to be specific and quantifiable (numerical in most cases) but did not serve as sufficient measurement tools for the targeted indicators.</li> <li>• The project has not considered a structured system for longer term measuring for the project impact</li> </ul>	<p>MU</p>
<p>J. 2. M&amp;E Plan Implementation (use for adaptive management)</p>	<ul style="list-style-type: none"> <li>• Implementation of the monitoring plan followed the design, but the weaknesses included a lack of regular development of the monitoring plans as well as the absence of consistent evaluation and registration forms. A steering committee has not been formed, and the progress reports have not been developed on a regular basis. The project staff has not benefited from any training on monitoring.</li> </ul>	<p>MU</p>
<p>J. 3. Budgeting and Funding for M&amp;E activities</p>	<ul style="list-style-type: none"> <li>• The allocated budget for the M&amp;E constituted 2% of the project budget and was adequate to conduct the planned M&amp;E</li> </ul>	<p>S</p>

*Capacity Building Program on EIA and Promotion of Public Participation in West Asia*  
Terminal Evaluation

Criterion	Evaluator's Summary Comments	Evaluator's Rating
	activities.	
<b>K. UNEP Supervision and backstopping</b>	Feedback from workshop focal points and beneficiaries, and the results of the workshop evaluations reflected very positive impression about UNEP backstopping particularly in terms of technical and organizational input they provided during the training events	<b>S</b>
<b>Overall rating</b>		MS

## 5. LESSONS LEARNED

1. One of the key aspects that this capacity building program lacked is a **needs assessment component**. As is often the case in UNDA-funded projects, the project was submitted in a tight-frame and there **was no seed money or time to undertake a needs assessment**. The capacity building project rather used a "one model fits all approach" among the targeted countries and beneficiaries. The fact that several countries were targeted creates a pressing need for more attention to be given to the varying conditions, needs and human resources in each country. **Needs assessment should be regarded as a key introductory stage to capacity building programs** in order to ensure that the programs are designed in a realistic way which responds to the actual needs of the targeted beneficiaries.
2. The project seems to have been formulated in-house by UNEP staff. The fact that the project is **not fully a demand-driven intervention** might make country ownership questionable. Future projects should ensure that the planned interventions are responding to actual needs of the target groups.
3. The early planning of the project should consider including a monitoring and evaluation stage. Documents and templates should be designed in a way that facilitates the monitoring of progress and defines the tasks of those in charge of the regular monitoring and evaluation. **Standardized templates and systems for monitoring are key requirements particularly in a project with wide geographic coverage such as the one under examination**. This is the only way to make comparisons among countries possible.
4. **Monitoring system should be impact-oriented rather than only measuring the accomplishment of activities**. It was noticed that the design of the M&E system did not consider the measurement of impacts. The level of knowledge related to the EIA among participants has not been assessed before and after the capacity building program to enable measuring the impact of training on their knowledge. No current monitoring activities are in place to measure how the project made a change in the performance of the beneficiaries. The project document only proposed indicators to monitor the participation numerically. A baseline study should be included in all capacity building projects as part of the project preparatory phase to enable a more impact-oriented M&E process.
5. Regional projects are mostly valued for addressing common issues specifically those related to the environment, and to encourage the exchange of experiences. Regional projects contribute efficiently to addressing global environmental problems such as climate change, **but the specificities of each country (socioeconomic, cultural, political, etc.) must be well assessed and considered**. The adaptation of the project to each country was missing, which made the commitment and the level of interest of the involved countries very weak. It is

- strongly recommended in the future that a "sub-project document" for each involved country is developed to take into account the local specific conditions.
6. The establishment of good partnerships is invaluable for project implementation. In addition, the clear division of roles and documented commitment from the various actors is crucial to ensure efficient implementation for similar types of projects. The fact that the countries have not been committed in writing to the project activities made it difficult to accomplish some important activities for the project. In addition to the uniform SSFAs that have been prepared and signed with the countries, more tailored agreements that accord with the conditions of each countries should have been developed. **Written partnership agreements should have been developed** between UNEP and the targeted countries in order to clearly state the commitments of each of the two sides. The Evaluator believes that this is one of the main lessons learnt that, if considered earlier, were to save serious challenges that the project has encountered (e.g. countries reluctance to accept the launching of the websites). In addition, **very clear Terms of Reference (ToRs) need to be provided to partner organizations** to ensure mutual understanding of their roles in the project cycle.
  
  7. **Wider scale activities and policy reforms are still needed in several countries involved in the project to ensure that mechanisms are installed that allow local people to have a say in EIAs and assessing and planning projects.** In this regard, UNEP should play a catalyst role by networking with other programmes and projects in order to work to address this. There is a need to consider linking the types of programs that involve the delivery of training and capacity building programs to other programs with wider objectives that involve addressing policies and institutional challenges. This helps to put the capacities related project within a broader and more solid frame to ensure that these capacity building initiatives will be placed within an enabling environment for their practical application.

## 6. RECOMMENDATIONS

1. Since the website was one of the main outputs meant to serve for achieving the overall objective of the project, maximum effort possible should have been made to ensure its completion. It is recommended that UNEP/ROWA should keep pushing in this direction. This might, for instance, **include discussions with the targeted countries to replace the idea of disclosing the full EIA reports with only disclosing the executive summaries of the EIAs to be open for the public to comment on.** It was not clear if this alternative has been discussed with the targeted countries.
2. The development of a NGO network for knowledge sharing in the region involving the project targeted countries is one of the potential mechanisms **that can help in attaining two benefits. The first** is that this network may help in advocating and lobbying for public participation in EIAs in the future. It can also help in sustaining the project and assess its future impacts. It is recommended the project task manager to advocate the establishment of the NGO network to enhance knowledge sharing and foster sustainability of project impacts.

## **ANNEXES**

Annex 1: Project background and Overview

Annex 2: Evaluation ToRs

Annex 3: Evaluator CV

Annex 4: List of Reviewed Documents

Annex 5: List of Interviewees during the Evaluation Cycle

Annex 6: Categorized E- Questionnaires Evaluation

Annex 7: Status of the Requested Documents

Annex 8: Model of the Evaluation Charts received from UNEP/ROWA

Annex 9: Result Based Budget as per the Project Document

## **Annex 1- PROJECT BACKGROUND AND OVERVIEW**

### **Project rationale**

The conceptualization and implementation of this project was a response to the felt need for support and capacity building of civil society and Non Governmental organizations and the respective governments in the West Asia Region for effective implementation of Environmental Impact Assessments (EIAs). Baseline data indicated that the implementation of EIA in the Region was ineffective and slow. While EIA legislation and issues procedures were in place, their implementation was in many cases incomplete and often severely impeded by a lack of qualified human resources. Lack of commitment and adequate financial resources for conducting EIAs by Governments in the region were some of the areas of concern to be addressed by the project. In cases where the EIAs review was done it was found to be wanting due to lack of adequate human resource, knowledge, skills and public participation in the EIA processes. The project was supposed to address the concerns on public participation, development of human resources and institutional capacities to effectively participate in policy formulation and decision-making processes on environmental impact of economic development projects. It was supposed to turn round the historical “top-bottom” decision making structure to a more inclusive and rigorous procedure for effective EIAs.

### **The Overall Objective of the Project:**

The objective of the project was to build capacity in West Asia for reviewing EIAs both by the regulatory agencies and Civil Society Organizations to ensure the environmental sustainability of development projects in the region as a contribution to the achievement of the Millennium Development Goals

### **Relevance to UNEP Programmes**

The project addresses an existing gap within the developmental process in West Asia in the implementation and use of effective Environmental Impact Assessment (EIA) procedures for developmental projects and public participation in the EIA process.

The project was meant to deliver High-Level Briefings and Capacity Building Workshops at the national level (involving government agencies, national training institutions and other relevant organisations) outlining the stages of the EIA, alongside the law, policy and institutional arrangements, public involvement and screening and scoping activities. The project was expected to provide decision makers and environment agency staff tasked with reviewing EIAs with the necessary skills to identify potential adverse impacts and to set appropriate environmental conditions for development projects in the West Asia Region to ensure their environmental sustainability. The capacity building activities were supposed to equip those reviewing EIA reports with the relevant

knowledge to provide knowledge-based recommendations to the ultimate decision-makers. The briefings and workshops were supposed to introduce the concepts of strategic environmental assessment (a topic included in the UNEP EIA Training Resource Manual) and integrated assessment as tools which can be used by national governments to move beyond the project level to assessing the impacts of policies, plans and programmes.

The main objective of the project was to build capacity in West Asia in reviewing EIAs both by the regulatory agencies and Civil Society Organisations to ensure the environmental sustainability of development projects in the region as a contribution to the achievement of the Millennium Development Goals

### **Executing Arrangements**

The project was implemented by the UNEP Regional Office for West Asia coordinating and managing the implementation with the technical support of the Economics and Trade Branch of UNEP/DTIE. UNEP worked with other regional and national agencies/organisations in its implementation as follows:

- National environmental agencies as focal points for the national training workshops and website development
- National and regional organisations with an experience and background in EIA
- Regional, sub-regional and national NGOs for the sub-regional workshops for NGOs
- Consultants who were to be recruited for the development of the websites and the case studies under UN Rules and Regulations

### **Project Activities**

The project focused on the public participation aspect of EIAs via two approaches. The first was to work with the relevant national authorities on the development of websites for posting EIA reports as a mechanism for public consultation, including feedback. The second strategy was to work with NGOs that are focused on raising awareness of the mechanisms for EIA implementation (what to look for when reviewing them and how to present their comments to the relevant authorities in an appropriate manner). A train-the-trainer approach was supposed to be used for all workshops through the involvement of national training institutions in the design and implementation of the capacity building activities. This would help to ensure sustainability of the project and the development of long-term capacity building programmes building on national priorities and requirements.

**The main activities in the project were:**

#### **Component 1:**

One Regional Start-up Meeting for National Focal Points to elaborate the project and secure commitment in assisting in the implementation of workshops at the national level.

#### **Component 2:**

This involved the development of materials in support of the project, logistical organisation of the meeting, delivery of the presentations and follow-up with identified Project Focal Points. This also involved the identification of a national training institution that would assist in the design and implementation of the capacity building activities.

**Component 3:**

Ten one-day High-Level National Decision-makers Briefing on EIA and their role in the developmental decision making process. Each of the High Level National Decision Makers Briefings on EIA required the development of presentation material suitable for presentation to high-level decision-makers, the organisation of the high-level meeting, liaising with environmental, planning, financial and other agencies involved in developmental projects in each country and the delivery of the meeting itself.

**Component 4:**

Ten three day Capacity Building Workshops for national technical staff in the relevant ministries on EIA. The capacity building workshops required the development of training material (based on UNEP's EIA Training Resource Manual) for national technical staff, liaison with Project Focal Points in organisation of the Capacity Building Workshop and delivery. Participants were supposed to give feed back for workshop evaluation purposes through checklist against specific inputs/outputs.

**Component 5:**

Publication of case studies from the region as a complement to the Arabic translation of the UNEP EIA Training Resource Manual

Case studies from the region were supposed to be researched and the reports of the findings prepared for publication of a case study booklet of experiences in EIA in the region as an add-on to the Arabic EIA Manual and for providing users with relevant region case studies as examples.

**Component 6:**

Support to national agencies in the development of websites for the dissemination of EIA reports for public review

Technical guidance would be provided to national agencies in the development of websites for the dissemination of EIA reports for public review as an innovative use of IT for increasing public participation in the planning process.

**Component 7:**

Two Sub-regional Workshops for NGOs on reviewing and submitting comments on EIAs. This would require the development of presentation material focussing on the objective review of EIA documents by key stakeholders, as well as an overview of the EIA process itself. It also required liaison with NGOs (through the existing West Asia NGO Network) in the organisation of the Workshops. The Workshops were supposed to be practical with working groups on developing comments a key focus of the activity.

**Component 8:**

*Capacity Building Program on EIA and Promotion of Public Participation in West Asia*  
Terminal Evaluation

Review of national websites to ascertain the quality of EIA reports and the implementation level of public participation in the decision-making process

This activity was meant to be part of the evaluation of the success of the project and its sustainability and was supposed to be implemented through a desk-based study.

**Budget**

The project had the following budgetary allocation:

UN Development Account-US\$ 475,000= 100% Total cost of Project-US\$ 475,000

## **Annex 2: TERMS OF REFERENCE FOR THE EVALUATION**

### **1. Objective and Scope of the Evaluation**

The objective of this Terminal Evaluation is to examine the extent and magnitude of any project impacts to date and determine the likelihood of future impacts. The evaluation will also assess project performance and the implementation of planned project activities and planned outputs against actual results. The evaluation will focus on the following main questions:

1. Did the project improve the review of Environmental Impact Assessments in the participating countries of West Asia?
2. Did the outputs of the project articulate options and recommendations for conducting and reviewing EIAs more effectively in the region?
3. To what extent are the project outputs able to influence the quality of EIAs, the policy makers and other key audiences in the region?

### **2. Methods**

This Terminal Evaluation will be conducted as an in-depth evaluation using a participatory mixed-methods approach, during which the UNEP Project Task Manager, key representatives of the executing agencies and other relevant staff are kept informed and consulted throughout the evaluation. The consultant will liaise with the UNEP Evaluation Office and the UNEP Project Task Manager on any logistic and/or methodological issues to properly conduct the review in as independent way as possible, given the circumstances and resources offered. The draft report will be delivered to the Evaluation Office and circulated to UNEP Project Task Manager and key representatives of the executing agencies. Any comments or responses to the draft report will be sent to the UNEP Evaluation Office for collation and the consultant will be advised of any necessary or suggested revisions.

The findings of the evaluation will be based on multiple approaches:

1. A desk review of project documents including, but not limited to:
  - (a) The project documents, outputs, monitoring reports (such as progress and financial reports to UNEP and UNEP annual Project Implementation Review reports) and relevant correspondence.
  - (b) Notes from the Project Task Manager's office.
  - (c) Other project-related material produced by the project staff or partners.
  - (d) Relevant material published on the project web-site.
2. Interviews with project management and technical support staff.
3. Interviews and telephone interviews with intended users for the project outputs and other stakeholders involved with this project, including in the participating countries and international bodies. The Consultant shall determine whether to seek additional information and opinions from representatives of donor agencies and other organisations. As appropriate, these interviews could be combined with an email questionnaire, online survey, or other electronic communication.

4. Interviews with the UNEP Project Task Manager and Fund Management Officer, and other relevant staff in UNEP dealing with ROA Capacity Building Project. The Consultant shall also gain broader perspectives from discussions with relevant UNEP Programme staff.
5. Field visits<sup>3</sup> to project staff and target audiences. The evaluator will make field visits to the West Asia Region and to meet key beneficiaries of the project to get their opinions on the project performance.

### **Key Evaluation principles**

In attempting to evaluate any outcomes and impacts that the project may have achieved, evaluators should remember that the project's performance should be assessed by considering the difference between the answers to two simple questions "*what happened?*" and "*what would have happened anyway?*". These questions imply that there should be consideration of the baseline conditions and trends in relation to the intended project outcomes and impacts. In addition it implies that there should be plausible evidence to **attribute** such outcomes and impacts **to the actions of the project**.

Sometimes, adequate information on baseline conditions and trends is lacking. In such cases this should be clearly highlighted by the evaluator, along with any simplifying assumptions that were taken to enable the evaluator to make informed judgements about project performance.

### **3. Project Evaluation Parameters and Ratings**

The success of project implementation will be rated on a scale from 'highly unsatisfactory' to 'highly satisfactory'. In particular the evaluation shall **assess and rate** the project with respect to the eleven categories defined below<sup>4</sup>.

It should be noted that many of the evaluation parameters are interrelated. For example, the 'achievement of objectives and planned results' is closely linked to the issue of 'sustainability'. Sustainability is understood as the probability of continued long-term project-derived outcomes and impacts and is, in turn, linked to the issues of 'catalytic effects / replication' and, often, 'country ownership' and 'stakeholder participation'.

### **4. Project Evaluation Parameters and Ratings**

The success of project implementation will be rated on a scale from 'highly unsatisfactory' to 'highly satisfactory'. In particular the evaluation shall **assess and rate** the project with respect to the eleven categories defined below<sup>5</sup>.

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<sup>3</sup> Evaluators should make a brief courtesy call to UNEP Focal points during field visits if at all possible.

<sup>4</sup> However, the views and comments expressed by the evaluator need not be restricted to these items.

<sup>5</sup> However, the views and comments expressed by the evaluator need not be restricted to these items.

It should be noted that many of the evaluation parameters are interrelated. For example, the ‘achievement of objectives and planned results’ is closely linked to the issue of ‘sustainability’. Sustainability is understood as the probability of continued long-term project-derived outcomes and impacts and is, in turn, linked to the issues of ‘catalytic effects / replication’ and, often, ‘country ownership’ and ‘stakeholder participation’.

**A. Attainment of objectives and planned results:**

The evaluation should assess the extent to which the project's major relevant objectives were effectively and efficiently achieved or are expected to be achieved and their relevance. Any project contributions to the achievement of UNEP Expected Accomplishments<sup>6</sup> should be clearly highlighted.

- *Effectiveness: Evaluate the overall likelihood of impact achievement, taking into account the “achievement indicators”, the achievement of outcomes and the progress made towards impacts. UNEP’s Evaluation Office advocates the use of the Review of Outcomes to Impacts (ROtI) method (described in Annex 7) to establish this rating. The analysis should specify whether the project has plausible causal pathways that link project activities to the achievement of Expected Accomplishments. It should also specify whether the intervention is likely to have any lasting differential impacts in relation to gender*
- *Relevance: In retrospect, were the project’s outcomes consistent with those of the programme frameworks and thematic sub programmes? Ascertain the nature and significance of the contribution of the project outcomes to GEO SSN and other UNEP thematic sub programmes. To what extent does the project intervention link to the achievement of the MDGs (in particular Goal 7)?*
- *Efficiency: Was the project cost effective? Was the project the least cost option? Was the project implementation delayed and if it was, then did that affect cost-effectiveness? Assess the contribution of cash and in-kind co-financing, and any additional resources leveraged by the project, to the project’s achievements. Did the project build on earlier initiatives; did it make effective use of available scientific and / or technical information? Wherever possible, the evaluator should also compare the cost-time vs. outcomes relationship of the project with that of other similar projects.*

**B. Sustainability:**

Sustainability is understood as the probability of continued long-term project-derived outcomes and impacts after the project funding ends. The evaluation will identify and assess the key conditions or factors that are likely to contribute or undermine the persistence of benefits after the project ends. Some of these factors might be outcomes of the project, e.g. stronger

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<sup>6</sup> UNEP Expected accomplishments are specified in the 2010- 2011 Programme of Work and the 2010-2013 Medium Term Strategy. <http://www.unep.org/PDF/FinalMTSGCSS-X-8.pdf>

institutional capacities or better informed decision-making. Other factors will include contextual circumstances or developments that are not outcomes of the project but that are relevant to the sustainability of outcomes. The evaluation should ascertain to what extent follow-up work has been initiated and how project outcomes will be sustained and enhanced over time. **Application of the ROtI method** described in Annex 7 will also assist in the evaluation of sustainability.

Five aspects of sustainability should be addressed: financial, socio-political, institutional frameworks and governance, environmental (if applicable). The following questions provide guidance on the assessment of these aspects:

- *Financial resources.* Are there any financial risks that may jeopardize sustenance of project outcomes and onward progress towards impact? What is the likelihood that financial and economic resources will not be available once the project funding ends (resources can be from multiple sources, such as the public and private sectors, income generating activities, and trends that may indicate that it is likely that in future there will be adequate financial resources for sustaining project's outcomes)? To what extent are the outcomes and eventual impact of the project dependent on continued financial support?
- *Socio-political:* Are there any social or political risks that may jeopardize sustenance of project outcomes and onward progress towards impacts? What is the risk that the level of stakeholder ownership will be insufficient to allow for the project outcomes to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project?
- *Institutional framework and governance.* To what extent is the sustenance of the outcomes and onward progress towards impacts dependent on issues relating to institutional frameworks and governance? What is the likelihood that institutional and technical achievements, legal frameworks, policies and governance structures and processes will allow for, the project outcomes/benefits to be sustained? While responding to these questions consider if the required systems for accountability and transparency and the required technical know-how are in place.
- *Environmental.* Are there any environmental risks that can undermine the future flow of project environmental benefits? The TE should assess whether certain activities in the project area will pose a threat to the sustainability of the project outcomes. For example; construction of dam in a protected area could inundate a sizable area and thereby neutralize the biodiversity-related gains made by the project; or, a newly established pulp mill might jeopardise the viability of nearby protected forest areas by increasing logging pressures; or a vector control intervention may be made less effective by changes in climate and consequent alterations to the incidence and distribution of malarial mosquitoes. Would these risks apply in other contexts where the project may be replicated?

### C. Catalytic Role and Replication

The catalytic role of UNEP is embodied in its approach of supporting the creation an enabling environment, investing in activities which are innovative and show how new approaches and market changes can work, and supporting activities that can help upscale new approaches to a national (or regional) level to sustainability achieve global environmental benefits.

In general this catalytic approach can be separated into are three broad categories of activities: (1) “**foundational**” and enabling activities, focusing on policy, regulatory frameworks, and national priority setting and relevant capacity (2) **demonstration** activities, which focus on demonstration, capacity development, innovation, and market barrier removal; and (3) **investment** activities (rarely if ever undertaken exclusively by UNEP) with high rates of cofunding, catalyzing investments or implementing a new strategic approach at the national level.

The three categories approach combines all the elements that have been shown to catalyze results in international cooperation. Evaluations in the bilateral and multilateral aid community have shown time and again that activities at the micro level of skills transfer—piloting new technologies and demonstrating new approaches—will fail if these activities are not supported at the institutional or market level as well. Evaluations have also consistently shown that institutional capacity development or market interventions on a larger scale will fail if governmental laws, regulatory frameworks, and policies are not in place to support and sustain these improvements. And they show that demonstration, innovation and market barrier removal do not work if there is no follow up through investment or scaling up of financial means. (From UNEP OPS4)

In this context the evaluation should assess the catalytic role played by this project by consideration of the following questions:

- **INCENTIVES:** To what extent have the project activities provided incentives (socio-economic / market based) to contribute to catalyzing changes in stakeholder behaviours?
- **INSTITUTIONAL CHANGE:** To what extent have the project activities contributed to changing institutional behaviors?
- **POLICY CHANGE:** To what extent have project activities contributed to policy changes (and implementation of policy)?
- **CATALYTIC FINANCING:** To what extent did the project contribute to sustained follow-on financing from Government and / or other donors? (this is different from co-financing)
- **PROJECT CHAMPIONS:** To what extent have changes (listed above) been catalyzed by particular individuals or institutions (without which the project would not have achieved results)?

(Note: the ROtI analysis should contribute useful information to address these questions)

Replication approach, in the context of UNEP projects, is defined as lessons and experiences coming out of the project that are replicated or scaled up in the design and implementation of other projects. Replication can have two

aspects, replication proper (lessons and experiences are replicated in different geographic area) or scaling up (lessons and experiences are replicated within the same geographic area but funded by other sources).

Is the project suitable for replication? If so, has the project approach been replicated? If no effects are identified, the evaluation will describe the strategy/approach adopted by the projected to promote replication effects.

**D. Stakeholder participation / public awareness:**

This consists of three related and often overlapping processes: information dissemination, consultation, and “stakeholder” participation. Stakeholders are the individuals, groups, institutions, or other bodies that have an interest or stake in the outcome of the UNEP project. The term also applies to those potentially adversely affected by a project. The evaluation will specifically:

- Assess the mechanisms put in place by the project for identification and engagement of stakeholders in each participating country and establish, in consultation with the stakeholders, whether this mechanism was successful, and identify its strengths and weaknesses.
- Assess the degree and effectiveness of collaboration/interactions between the various project partners and institutions during the course of implementation of the project.
- Assess the degree and effectiveness of any various public awareness activities that were undertaken during the course of implementation of the project.

**E. Country ownership/ driven-ness:**

This is the relevance of the project to national development and environmental agendas, recipient country commitment, and regional and international agreements. The evaluation will:

- a. Assess the level of country ownership. Specifically, the evaluator should assess whether the project was effective in providing and communicating information on South-South Networking and collaboration for integrated environmental Assessments and reporting to support policy formulation and informed decision making processes at national and regional levels in the selected regions.
- Assess the level of country commitment to the generation and use of ICTS to influence policy formulation and informed decision making

**F. Achievement of outputs and activities:**

- Delivered outputs: Assessment of the project’s success in producing each of the programmed outputs, both in quantity and quality as well as usefulness and timeliness.
- Assess the soundness and effectiveness of the methodologies used for developing the technical documents and related management options in the participating countries

- Assess the extent to which the project outputs have the credibility, necessary to influence policy and decision-makers at the national and regional levels.

**G. Preparation and Readiness**

Were the project's objectives and components clear, practicable and feasible within its timeframe? Were the capacities of executing institution and counterparts properly considered when the project was designed? Were lessons from other relevant projects properly incorporated in the project design? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project implementation? Were counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place?

**H. Assessment monitoring and evaluation systems.**

The evaluation shall include an assessment of the quality, application and effectiveness of project monitoring and evaluation plans and tools, including an assessment of risk management based on the assumptions and risks identified in the project document. The Terminal Evaluation will assess whether the project met the minimum requirements for 'project design of M&E' and 'the application of the Project M&E plan' (see minimum requirements 1&2 in Annex 4). UNEP projects must budget adequately for execution of the M&E plan, and provide adequate resources during implementation of the M&E plan. Project task managers are also expected to use the information generated by the M&E system during project implementation to adapt and improve the project.

**I. Implementation approach:**

This includes an analysis of the project's management framework, adaptation to changing conditions (adaptive management), partnerships in implementation arrangements, changes in project design, and overall project management. The evaluation will:

- Ascertain to what extent the project implementation mechanisms outlined in the project document have been closely followed. In particular, assess the role of the various committees established and whether the project document was clear and realistic to enable effective and efficient implementation, whether the project was executed according to the plan and how well the management was able to adapt to changes during the life of the project to enable the implementation of the project.
- Assess the extent to which the project responded the mid term review / evaluation (if any).
- Evaluate the effectiveness and efficiency and adaptability of project management and the supervision of project activities / project execution arrangements at all levels (1) policy decisions: Steering Group; (2) day to day project management in each of the country executing agencies.

- Identify administrative, operational and/or technical problems and constraints that influenced the effective implementation of the project.

### **M&E during project implementation**

- *M&E design.* Projects should have sound M&E plans to monitor results and track progress towards achieving project objectives. An M&E plan should include a baseline (including data, methodology, etc.), SMART indicators (see Annex 4) and data analysis systems, and evaluation studies at specific times to assess results. The time frame for various M&E activities and standards for outputs should have been specified.

The evaluator should use the following questions to help assess the M&E design aspects:

#### SMART-ness of Indicators

- Are there specific indicators in the log frame for each of the project objectives and outcomes?
- Are the indicators relevant to the objectives and outcomes?
- Are the indicators for the objectives and outcomes sufficient?
- Are the indicators quantifiable?

#### Adequacy of Baseline Information

- Is there baseline information?
- Has the methodology for the baseline data collection been explained?
- Is desired level of achievement for indicators based on a reasoned estimate of baseline?

#### Arrangements for Monitoring of Implementation

- Has a budget been allocated for M&E activities?
- Have the responsibility centers for M&E activities been clearly defined?
- Has the time frame for M&E activities been specified?

#### Arrangements for Evaluation

- Have specific targets been specified for project outputs?
- Has the desired level of achievement been specified for all Indicators of Objectives and Outcomes?
- *M&E plan implementation.* A Terminal Evaluation should verify that:
  - an M&E system was in place and facilitated timely tracking of results and progress towards projects objectives throughout the project implementation period (perhaps through use of a logframe or similar);

- annual project reports and Progress Implementation Review (PIR) reports were complete, accurate and with well justified ratings;
- that the information provided by the M&E system was used during the project to improve project performance and to adapt to changing needs;
- and that projects had an M&E system in place with proper training for parties responsible for M&E activities.
- *Budgeting and Funding for M&E activities.* The Terminal Evaluation should determine whether support for M&E was budgeted adequately and was funded in a timely fashion during implementation.

#### **J. Financial Planning**

Evaluation of financial planning requires assessment of the quality and effectiveness of financial planning and control of financial resources throughout the project's lifetime. Evaluation includes actual project costs by activities compared to budget (variances), financial management (including disbursement issues), and co- financing. The evaluation should:

- Assess the strength and utility of financial controls, including reporting, and planning to allow the project management to make informed decisions regarding the budget and allow for a proper and timely flow of funds for the payment of satisfactory project deliverables.
- Present the major findings from the financial audit if one has been conducted.
- Identify and verify the sources of co- financing as well as leveraged and associated financing (in co-operation with the IA and EA).
- Assess whether the project has applied appropriate standards of due diligence in the management of funds and financial audits.
- The evaluation should also include a breakdown of final actual costs and co-financing for the project prepared in consultation with the relevant UNEP Fund Management Officer of the project (table attached in Annex 1 Co-financing and leveraged resources).

#### **K. UNEP Supervision and Backstopping**

The purpose of supervision is to work with the executing agency in identifying and dealing with problems which arise during implementation of the project itself. Such problems may be related to project management but may also involve technical/substantive issues in which UNEP has a major contribution to make. The evaluator should assess the effectiveness of supervision and administrative and financial support provided by UNEP including:

- (i) the adequacy of project supervision plans, inputs and processes;
- (ii) the emphasis given to outcome monitoring (results-based project management);
- (iii) the realism / candor of project reporting and rating (i.e. are PIR ratings an accurate reflection of the project realities and risks);

- (iv) the quality of documentation of project supervision activities; and
- (v) financial, administrative and other fiduciary aspects of project implementation supervision.

In summary, accountability and implementation support through technical assistance and problem solving are the main elements of project supervision (Annex 6).

#### **L. Complementarity with UNEP Medium Term Strategy and Programme of Work**

*Linkage to UNEP's Expected Accomplishments.* The UNEP Medium Term Strategy specifies desired results in six thematic focal areas. The desired results are termed Expected Accomplishments. Using the completed ROtI analysis, the evaluation should comment on whether the project makes a tangible contribution to any of the Expected Accomplishments specified in the UNEP MTS. The magnitude and extent any contributions and the causal linkages should be fully described.

*Project contributions that are in-line with the Bali Strategic Plan (BSP).*<sup>7</sup> The outcomes and achievements of the project should be briefly discussed in relation to the objectives of the UNEP BSP.

*South-South Cooperation* is regarded as the exchange of resources, technology, and knowledge between developing countries. Briefly describe any aspects of the project that could be considered as examples of South-South Cooperation.

The *ratings for the parameters A - K will be presented in the form of a table*. Each of the eleven categories should be rated separately with **brief justifications** based on the findings of the main analysis. An overall rating for the project should also be given. The following rating system is to be applied:

HS	= Highly Satisfactory
S	= Satisfactory
MS	= Moderately Satisfactory
MU	= Moderately Unsatisfactory
U	= Unsatisfactory
HU	= Highly Unsatisfactory

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<sup>7</sup> <http://www.unep.org/GC/GC23/documents/GC23-6-add-1.pdf>

**Annex 3: Evaluator CV**

DR TAREK GENENA CURRICULUM VITAE

*Proposed position:* Lead Evaluator

*Family name:* GENENA

*First names:* Tarek Moustafa

*Date of birth:* 15 December 1955

*Nationality:* Egyptian

*Civil status:* Married

*Education:*

<i>Institution (Date from - Date to)</i>	<i>Degree(s) or Diploma(s) obtained:</i>
1985-1989	Ph.D. in Applied Sciences, Cairo University, Egypt
1981-1984	M.Sc. in Spectrophotometry, American University in Cairo (Partially at University of California-Davis, Department of Applied Sciences, the US)
1979-1982	M.Sc. "Flow of Non-Newtonian Fluids", Cairo University, Egypt
1973-1977	B.Sc. in Physics, Cairo University, Egypt.

*Language skills: Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)*

Language	Reading	Speaking	Writing
Arabic	mother tongue		
English	1	1	1
French	4	4	4

*Membership of professional bodies:*

*Other skills:* Full computer literacy

*Present position:* President, EcoConServ Environmental Solutions

*Years within the firm:* 10

**Key qualifications:** (Relevant to the project)

*Specific experience in the region:*

Country	Date from - Date to
Egypt	1985-present
Yemen	2000-present
Saudi Arabia	2000-present
Syria	2004-2005
Jordan	2003-2006
Iran	2004
Ethiopia	2006

**Capacity Building Program on EIA and Promotion of Public Participation in West Asia  
Terminal Evaluation**

**Professional experience**

Date from - Date to	Location	Company & reference person	Position	Description
2009	Egypt	UNIDO	Team Leader	<i>Verification of National Consumption Targets of Multiyear Agreements for CFCs in 2008 in Egypt</i> Dr. Genena served as team leader by means of supervising the preparation of the verification audit of the consumption targets under the Multiyear Agreement (MYA) for 2008 in Egypt and quality assuring the final report. Among other things, the verification team: reviewed national legislations relevant to CFCs; assessed relevant institutional capacities for monitoring, follow-up and enforcement of legislations; reviewed and evaluated ODS-related administrative procedures, statistics and documentation; evaluated efficiency and effectiveness of national systems that control unofficial and illegal imports of ODS.
2009	Egypt	UNDP Cairo Office	Lead Evaluator	Dr. Genena services includes: evaluating evaluate progress made towards UNDP Egypt's Outcomes under the Environment Thematic Area, Outcome 5: "Sustainable Management of environment and natural resource incorporated into poverty reduction strategies/key national development frameworks and sector strategies," and Outcome 6: "Governments and local communities empowered to better manage biodiversity and the ecosystem services it provides." The scope of the evaluation includes: assessing the status of the outcomes; lessons learned concerning best practices in producing outputs and achieving the outcomes; strategies and recommendations for continued UNDP assistance towards the achievement of the outcomes.
2009	Egypt	Global Environment Facility (GEF)	Lead National Consultant	<i>GEF Country Portfolio Evaluation</i> Dr. Genena was contracted as a the lead national consultant to prepare the GEF Country Portfolio Evaluation in Egypt, evaluating the efficiency, relevance, results and sustainability of GEF support to Egypt during the period 1991-2008, which entails the assistance of USD 88 million for 20 national projects, 17 regional projects and 6 global projects, in the fields of biodiversity, climate change, international waters, land degradation and Persistent Organic Pollutants.
2009	Egypt	GEF	Lead Evaluator	<i>Verification of the Terminal Evaluation of Lake Manzala Engineered Wetlands</i> Dr. Tarek was contracted to assess the validity of Lake Manzala terminal evaluation report findings, conclusions, and ratings, assess the reliability of the terminal evaluation process, and identify lessons and good practices that could help improve GEF operations. This was done by reviewing key documents, identification of key issues, Field visits to verify project results, and drafting a report with findings and conclusions.
2007	Egypt	United Nations Development Programme (UNDP)	Consultant	<i>UNDP Country Programme Evaluation 2002-2006</i> Dr. Genena's services included: assessing the level of UNDP achievements during the 2002-2006 Country Programme Cycle, and provide the stakeholders in the programme country an objective assessment of results; Generate lessons leaned from the 2002-2006 cycle to inform the upcoming

**Capacity Building Program on EIA and Promotion of Public Participation in West Asia  
Terminal Evaluation**

				2007-2011 country programme cycle; providing recommendations on how to maximize UNDP Egypt's effectiveness, efficiency and impact towards the achievement of the UNDAF outcomes and the MDGs.
2007	Egypt	World Bank	National Evaluator	<i>GEF Egypt Small Grants Programme Country Evaluation Report</i> The SGP Country Evaluation sought to assess the relevance, effectiveness, and efficiency of the SGP objectives in relation to the overall mandate of the GEF, which is to finance activities that address global environmental issues and generate global environmental benefits. This was conducted by means of: interviewing stakeholders; conducting field visits; reviewing information on size of the portfolio, focal areas and efficiency issues; and arranging a stakeholder workshop, which all fed into final report.
2007	Nile Basin Initiative countries	United Nations Office for Project Services (UNOPS)	Water Quality Management Expert	<i>Mid Term Review of the Nile Transboundary Environmental Action Project (NTEAP)</i> Dr. Genena's tasks included to provide an in-depth assessment of the project management and implementation of activities and determine to what extent the objectives of the project have been fulfilled; and to make recommendations for possible corrective actions that might facilitate the achievement of the desired project outcomes. The Mid Term Review also included review and validation of the project design, assumptions, outcomes and indicators in view of the information collected and the progress being made so far. It provided a decisive review on the project lifetime, as well as recommendations on the sustainability and continuity of the institutions and networks created by the project and whether the project as whole or some components of it should continue beyond the second phase.
2006	Egypt	UNDP	Evaluator	<i>UNDP Outcome 9 Evaluation</i> Dr. Genena was contracted to carry out an evaluation of UNDP Outcome 9, specified under the Multi-Year Funding Framework of 2002-2006: "Improved Capacity of National/Sectoral Authorities to Plan and Implement Integrated Approaches to Environmental Management and Energy Conservation". The evaluation included four categories of analysis, covering assessments of outcome status, underlying factors affecting the outcome, UNDP contribution, and partnership strategy. The focus of the evaluation was to assess how project results had contributed, together with other non-project activities, to a change in development conditions.
2006	Egypt	UNDP	National Evaluator	<i>National Evaluation of the MedWetCoast Project: Conservation of the Wetland and Coastal Ecosystems in the Mediterranean Region</i> Draft a work plan and identify major stakeholders Conduct initial data collection, including: holding interviews with stakeholders, undertaking field missions, collecting secondary data, reviewing all documentation and outputs from the project; Draft an evaluation report focusing on the 'Objective' Level of the project. Organize mission of International Team Prepare a final report outlining major findings on the project and major recommendations.

*Capacity Building Program on EIA and Promotion of Public Participation in West Asia*  
Terminal Evaluation

2006	Egypt	EEAA-DANIDA, Environmental Sector Programme	Project Supervisor	<p><i>Environmental Profiles for 11 Governorates in Egypt</i></p> <p>Dr. Genena supervised the preparation of Environmental Profiles within the Governorates Alexandria, Giza, Qalyubya, Fayoum, Menoufia, Beheira, Ismailia, North Sinai, Wady El-Gedeed, Port-Said, Minya. The activities carried out include the following:</p> <p>Reviewed the draft Environmental Profiles that have been compiled and prepared by the Environmental Management Units (EMUs)</p> <p>Identified gaps and missing information in the Environmental Profile</p> <p>Prepared a concise report to ensure obtaining missing data</p> <p>Collected and reviewed additional information and if needed to assist in completing all information and data</p> <p>Prepared digital maps for each of the 11 Governorates</p> <p>Ensured consensus on the content of the Environmental Profiles</p> <p>Trained the staff of the Environmental Management Units in preparing the Governorate Environmental Action Plan.</p>
2005	Parties to the Barcelona Convention	United Nations Environment Programme (UNEP)/ Unit for the Mediterranean Action Plan (MAP)		<p><i>External Evaluation of the Mediterranean Action Plan phase II</i></p> <p>Dr. Genena's tasks included to, <i>inter alia</i>: determine if the expected objectives of Mediterranean Action Plan (MAP) had been achieved; assess the quality and usefulness/impact of the results and outputs achieved; evaluate the overall vision and strategies of MAP and recommend changes to define MAP's future orientations; and conduct a performance audit of the institutional set-up of MAP.</p>
2004	Egypt Saudi Arabia Jordan Sudan	GEF	Principal Evaluator	<p><i>Final Evaluation for the GEF Supported Project for the Implementation of the Strategic Action Plan for the Red Sea and Gulf of Aden</i></p> <p>The evaluation will cover: analysis of the attainment of global environment objectives, outcomes, impacts, project objectives, and delivery and completion of project outputs/activities; and evaluation of project achievements according to GEF project review criteria, which include implementation approach, country ownership, stakeholder participation/ public involvement, sustainability, replication approach, financial planning, and cost-effectiveness.</p>
2004	Egypt	World Bank/METAP	Irrigation and Solid Waste Management Expert	<p><i>Analysis and Recommendations on Municipal Solid Waste Management in Rural Areas in Egypt, METAP</i></p> <p>Review and analyse of recent previous work relevant to rural areas (such as SEAM and other R&amp;D and NGOs)</p> <p>Identification of problems associated with municipal solid waste management in rural areas.</p> <p>Analysis of the identified problems</p> <p>Identification of possible measures that will lead to the alleviation of these problems (in the form of legal and institutional setups, environmental sound and affordable solid waste collection and disposal options, sustainable financial structures and mechanisms and capacity building requirements)</p>

**Capacity Building Program on EIA and Promotion of Public Participation in West Asia  
Terminal Evaluation**

				<p>Define criteria of the selection of measures  Draft a list of required policy initiatives to address these measures  Draft policy pare document and associated Guidance Documents  Circulate document of consultation and comment.  Finalize policy paper based on comments received.</p>
2003	Egypt	World Bank	Environmental Expert	<p><i>Preparation of the Country Environmental Analysis (CEA)</i>  The CEA sought to assess environmental trends and priorities, policies, and institutional capacity in managing environmental resources and risks, by means of focusing on how environmental priorities have changed over the past 10 years, the country's environmental management capacity, and what the national environmental management needs are.  Dr. Genena's tasks included: compiling and analysing data, conducting numerous interviews with high-level officials and preparing a consultant report on the Country Environmental Analysis.</p>
2004	Egypt	Friedrich Ebert Stiftung (FES)	Lead Consultant	<p><i>Survey and Workshop on Donors Assistance to Egypt in the Field of Environment over the Past Ten Years</i>  Dr. Genena was contracted to survey donor activities in Egypt to assess the experience gained from the donor cooperation projects and identify the lessons learned from the donors' as well as the recipients perspectives. Dr. Genena's main tasks included: preparing a questionnaire and interviewing 23 organizations (UNDP, CIDA, KFW, German Embassy, SEAM, Embassy of UK, USAID, FES, UNDP, JICA, GTZ, WB, Italy, Greece, CIDA, Denmark, EU, Finland, ESDF, France, Netherlands, UNICEF, Sweden, FAO, and Norway), in addition to meeting various recipients such as line ministries, governorate representatives, NGOs, private sector and other consulting firms. The results of the questionnaire served as the basis for a report as well as a workshop where the lessons learned and recommendations for the way forward, given that donor assistance in Egypt will most likely decline, were disseminated.</p>
2002	Egypt	DANIDA/Nordic Consulting Group	National Environmental Specialist	<p><i>Evaluation of DANIDA's Support to Coastal Zone Management in Egypt</i>  Dr. Genena was involved in the following stages of the project:  1) Explore and outline the options for Integrated Coastal Zone Management;  this involved highlighting opportunities for support to integrated coastal zone management in Egypt, based on identified stakeholders and logical framework analyses in the form of a one-day workshop with key stakeholders  2) Assess the feasibility of options;  this involved assessing the institutional, technical and financial feasibility of the outlined options, and problems to address, for support to the integrated coastal zone management in Egypt. A Process Action Plan (PEP) was completed, for the next steps to be taken, following DANIDA's guidelines for Sectoral Program Support.  3) Redesign the DANIDA support to integrated coastal zone management in Egypt  - This involved the development of a draft final component description following the ESPs overall objective and the original development objective for SPA2, ready for appraisal.</p>

*Capacity Building Program on EIA and Promotion of Public Participation in West Asia*  
**Terminal Evaluation**

1999-2009			President, EcoConServ	<p>In this role as President for EcoConServ, Dr. Genena has supervised and been responsible for quality assurance and quality control for the following assignments:</p> <p>Environmental and Social Impact Assessments:</p> <p>Environmental and Social Impact Assessment for Port Cities Development Project, World Bank, Yemen, ongoing</p> <p>Environmental and Social Impact Assessment, and Resettlement Policy Framework for the Upper Egypt Integrated Governorates Development Project, World Bank, Egypt, ongoing</p> <p>Environmental Impact Assessment for CPC Industrial Park, Egypt, 2009</p> <p>Environmental Impact Assessment for Cairo Festival City, Al Futtaim Group, Egypt, 2009</p> <p>Environmental and Social Impact Assessment for the Rural Energy Access Project, 2009</p> <p>Environmental and Social Impact Assessment for the Holding Company for Water and Wastewater - Integrated Sanitation and Sewerage Infrastructure Project (ISSIP), World Bank, 2007</p> <p>Environmental and Social Impact Assessment of the Wind Farm at Gabal El Zayt, DANIDA, 2007</p> <p>Environmental and Social Impact Assessment for the Greater Cairo Gas Connections Project (including a Willingness to pay survey; and a Resettlement Policy Framework), World Bank, 2006</p> <p>Environmental and Social Impact Assessment of the Grand Egyptian Museum (GEM), Japan Bank for International Cooperation (JBIC), 2005</p> <p>Consulting Services for Marina Development, Port Ghalib, Marsa Alam for Tourism Development (EMAK), Red Sea, Egypt</p> <p>Technical Design Services and Study for Al Anz Lagoon Port Ghalib, Marsa Alam, Red Sea, Egypt</p> <p>Environmental Monitoring &amp; Assessment Report for Abu Soma Tourism Development Project, Red Sea, Egypt</p> <p>Consulting Services for Resort Development, Travco Resorts and Hotels (Star Resort) Gulf of Aqaba, Egypt</p> <p>Beach Improvement Study, EMAK Marsa Alam for Tourism Development &amp; Urban Investment, Egypt, Red Sea, Egypt</p> <p>Natural Beach Swimming Pools Study, EMAK Marsa Alam for Tourism Development &amp; Urban Investment, Red Sea, Egypt</p> <p>Walkways Construction Study, EMAK Marsa Alam for Tourism Development &amp; Urban Investment, Red Sea, Egypt</p> <p>Sanitary Landfill Study, EMAK Marsa Alam for Tourism Development &amp; Urban Investment, Red Sea, Egypt</p> <p><b>Touristic and Real Estate Development of Nabq El-Hamrah Lake and its Vicinity, Wadi Natrun, Egypt</b></p> <p>Management Plan for Gabal Elba Protected Area, Egyptian-Italian Environmental Program, Egypt</p> <p>Technical Assistance to Wadi El Rayan Protected Area, Egyptian-Italian Environmental Program, Egypt</p>
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*Capacity Building Program on EIA and Promotion of Public Participation in West Asia*  
**Terminal Evaluation**

				<p>SIWA Environmental Amelioration, Phase II, Egyptian-Italian Environmental Program. Siwa Oasis, Egypt</p> <p>LPG Filling Plant Project Assessment, Beni Suef Industrial Zone, Liquigaz Company, Egypt</p> <p>Proposed Drilling Operation Assessment, Apache Oil Co., Western Desert, Egypt</p> <p>Environmental Site Selection Review Study for LNG Plant, BG International and ENTEC UK, Egypt</p> <p>Preparation of State of the Environment Report, Ministry of State for Environmental Affairs/Egyptian Environmental Affairs Agency, Cairo, Egypt</p> <p>Preparation of the Environmental Action Plan for the Egyptian Coast of the Gulf of Aqaba (GAEAP)/World Bank, Egypt</p> <p>Development and Urbanization Mapping for the Arab Republic of Egypt for the Ministry of Housing and General Organization for Physical Planning (GOPP), Egypt</p> <p>Consulting Services &amp; Preparation of an Environmental Report for the Suez Special Economic Zone, Suez, Egypt</p> <p>Environmental Monitoring &amp; Impact Assessment for Mobile Base Stations, MobiNil, Egypt</p> <p>New Facility Construction Study, United Company for Fish Products, Alexandria, Egypt</p> <p><b>Assessment of Wadi Poultry Feed Factory Operations, New Nubaria Industrial City, Egypt</b></p> <p><b>Implementation of an Integrated Environmental Management System (IEMS) in 10th of Ramadan Industrial City, USAID/Egyptian Environmental Affairs Agency (EEAA), Egypt</b></p> <p><b>Establishment of an Environmental Monitoring Program for Port Ghalib Marina, Marsa Alam for Tourism Development (EMAK), Red Sea, Egypt</b></p> <p>Raised Lagoon Hydro-Dynamic Model and Technical Design Services for the Al Quseir Hotel Project for Serena Beach Hotels Company (Radisson-SAS), Red Sea, Egypt</p> <p>Engineering Design for Sanitary Landfill in Suez Governorate, Tanzifco Company for Solid Waste Services, Suez, Egypt</p> <p>Sanitary Landfill Study in Fayoum Governorate, Fayoum Solid Waste Management Project, Royal Netherlands Embassy, Egypt</p> <p>Composting Plant at West Zone of Cairo Governorate, Consultant to ENSER—Dragados, Cairo, Egypt</p> <p>Construction Waste Disposal Area, Damietta LNG Jetty Project, Hamza Associates, Egypt</p> <p>Incinerator Plant at West Zone of Cairo Governorate, Consultant to Prime Contractor ENSER—Dragados, Cairo, Egypt</p> <p>Regional Study of Nabq Tourism Center, Gulf of Aqaba, Egypt</p> <p>Technical Assistance to Aalborg Technical College for Helnan Environmental Improvement</p>
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*Capacity Building Program on EIA and Promotion of Public Participation in West Asia*  
**Terminal Evaluation**

			<p>Project (for Tourism), Helnan International Hotels, Alexandria and Sharm El Sheikh, Egypt.  Engineering Design for the Sanitary Landfill of Cairo, Ministry of State for Environmental Affairs (MOSEA)/Egyptian Environmental Affairs Agency (EEAA), Cairo, Egypt  Environmental Auditing:  Development and Urbanization Mapping for the Arab Republic of Egypt for the Ministry of Housing and General Organization for Physical Planning (GOPP), Egypt  Study on Urban Planning Process and Institutional Analysis for the Cairo Governorate, Cairo  Urban Poverty Project/DFID, Egypt  Environmental, Health and Safety Compliance Assessment (EHSCA) with ERM in Dammam, Saudi Arabia. Client: The Arabian Fiberglass Insulation Company (AFICO)  Phase I Environmental Site Assessment for a can manufacturing company in 6th October City in Egypt. The work included review of environmental issues, review of documents and possible present and future liabilities. Client: Rexam plc / Environ UK  Phase I Environmental Site Assessment for an on-shore site of an international petroleum services company in Tripoli/Libya. The work included review of the environmental aspects and issues, along with limited sampling of soil and building materials (for asbestos analysis). Client: Halliburton Libya / CAT Alliance  An asbestos surveys for Nestlé facilities in Egypt (3 facilities). The survey was done according to the guidelines of Environmental Protection Agency of the United States (USEPA). Designed and implemented sampling programme for suspected homogenous construction materials, and supervised laboratory analysis to determine asbestos containing materials. Client: Nestlé  Phase I and Phase II environmental Due Diligence Assessment for a major tyre manufacturing company, according to ASTM standards for Environmental Site Assessments (ESA). The work included identification of environmental issues and concerns, documents review, environmental liability assessment, assessment of environmental upgrading technical and financial requirements, collection of soil sampling from different depths, installation of piezometers and collection of groundwater samples, and surveying works. Client: Michelin / Tauw Environment  Phase I Environmental Site Assessment (ESA) for two warehouses according to ASTM standards. The work included identification of environmental aspects and issues, documents review, environmental liability assessment. Client: Kodak / CAT Alliance  Survey on End of Life Vehicles (ELV) management procedures in Saudi Arabia and UAE. Contacted Ministries of Environment, Municipalities and Chamber of Commerce in the two countries to obtain technical, legal, institutional and economic aspects of ELV management. The work also included research on specific environmental policies of major automobile manufacturers, and specific policies toward ELV. Client: Environmental Resources Management (ERM) Japan  Due Diligence assessment for a large cement factory in North Sinai. The assessment was based on documents review in order to identify environmental issues, especially those related to conformity</p>
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*Capacity Building Program on EIA and Promotion of Public Participation in West Asia*  
**Terminal Evaluation**

			<p>with legal requirements. Client: Sinai White Cement / CAT Alliance</p> <p>Environmental, health and safety audit for a Cocoa factory in Sohag city in Upper Egypt. The work included reviewing all environmental, health and safety aspects and recommend improvement measures that would upgrade the factory to acceptable European standards, and, accordingly, pave the way for exporting chocolate and cocoa products to Europe. Client: Danish Agency for International Development (DANIDA) /PS Programme</p> <p>Detailed procurement audit for a plastic recycling facility in Arish City (in North Sinai), and oil recycling facility in Suez City. The work included detailed verification of the compliance of civil works and the suitability of equipment specifications with a pre-set criteria in the feasibility study of the facility. Client: Canadian Agency for International Development (CIDA)/ eeif Project</p> <p>“Environmental Health and Safety Compliance Assessment at Nile Kordsa Company, 10th of Ramadan Industrial City”. This assignment was in cooperation with URS Cooperation Limited (UK Office). Client: Nile Kordsa/URS</p> <p>“Wastewater Survey for the Industrial Discharges from the Nile Linen Group in Alexandria City”. EcoConServ was contracted by BST Midtjylland (Denmark) and Hilden Scandinavia (Denmark). Client: BST Midtjylland and Hilden Scandinavia/ Nile Linen Group</p> <p>“Environmental Health and Safety Compliance Assessment” at Alcoa Closure Systems International Factory in 6th of October Industrial City. The assignment was performed in cooperation with Alcoa International/EHS Group Europe. Client: Alcoa</p> <p>“Needs Assessment Survey for the Egyptian Pollution Abatement Project II”. The objective of the assignment was to review the environmental sector in Egypt; priority environmental issues and needs of assistance; review of recent activities of donor agencies and NGOs for environmental protection in Egypt; outline of environmental policies, laws, and regulations; review previous industrial pollution abatement projects and lessons learned; and survey of investment needs for EPAP II sub-projects. Client: EPAP/JBIC</p> <p>Environmental Baseline Survey for the Small and Medium Enterprises (SMEs) affiliated to the industrial sector in Minia Governorate. Client: Friedrich Ebert Stiftung</p> <p>Follow-up Assessment for the implementation of Cleaner Production recommendations in El-Taie Dairy Products at Giza Governorate, financed by the Environmental Sector Program (ESP) and implemented by the Environmental Compliance Office (ECO) at the Federation of Egyptian Industries (FEI). Client: FEI</p> <p>Four Cleaner Production Pre-Assessments in Food industries in Beheira Governorate, financed by ESP and implemented by ECO at FEI. Client:FEI</p> <p>Cleaner Production Assessments in Textile industry (Pretex for Dyeing and Finishing Company) and Food industry (El-Taie Dairy Products) financed by ESP and implemented by ECO at FEI. Client: FEI</p> <p>A Special Environmental Study for the qualification process for the Eco-Management certification at Nile Linen Group in Amreya Free Zone, Alexandria. The assignment was performed in</p>
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*Capacity Building Program on EIA and Promotion of Public Participation in West Asia*  
**Terminal Evaluation**

			<p>cooperation with BST Midtjylland and sponsored by Danida PS-Programme, Royal Danish Embassy, Cairo. Client: Danida</p> <p>A Special Environmental Study at Delta Foam Company, 10th of Ramadan Industrial City. The assignment was performed in cooperation with BST Midtjylland. Client: Danida PS-Programme</p> <p>A Special Environmental Study at Crown Cocoa Factory, Sohag City, Sohag Governorate. The assignment was sponsored by Danida PS-Programme, Royal Danish Embassy, Cairo. Client: Danida</p> <p>“Environmental Health and Safety Compliance Assessment at Haarmann &amp; Reimer Egypt S.A.E. (a Bayer Company), 6th of October City”. The assignment was in cooperation with URS/Dames &amp; Moore (Germany). Client: H&amp;R/URS</p> <p>Environmental assistance in conducting an EHS gap analysis for the new Alcoa locations in 6th of October city in Egypt. (ERM/Germany). Client: Alcoa</p> <p>Environmental Auditing &amp; Planning Report for Development Projects, Social Fund for Development/ World Bank, Yemen. Client: SFD/World Bank</p> <p>Review of Environmental Information and Monitoring Programme (EIMP)/DANIDA, Egypt. Client: Danida</p> <p>National Environment Report, Ministry of State for Environmental Affairs (MOSEA)/Egyptian Environmental Affairs Agency (EEAA), Egypt. Client: EEAA</p> <p>Environmental Monitoring &amp; Impact Assessment for Mobile Base Stations, MobiNil, Egypt. Client: Mobinil</p> <p>Environmental Audits and Compliance Action Plans for the Manufacturing Technology Center—MTC (Industrial Pollution Program)/USAID, Egypt. Client: USAID</p> <p>Cleaner Production Opportunity Assessments, the Support for Environmental Assessment and Management (SEAM) Programme, implemented by ENTEC-ERM and the EEAA with support from the UK Department for International Development (DFID), Egypt. Client: Seam/DFID</p> <p>Environmental Assessment &amp; Upgrading Needs for Priority Dump Sites, Ministry of State for Environmental Affairs (MOSEA), Egypt. Client: MOSEA</p> <p>Establishment of an Environmental Monitoring Program for Port Ghalib Marina, Marsa Alam for Tourism Development (EMAK), Red Sea, Egypt. Client: Emak</p> <p>Environmental Audits, Helnan International Hotels, Alexandria and Sharm El Sheikh, Egypt in cooperation with Aalborg Technical College. Client: Helnan/Aalborg</p> <p>Evaluation of Coastal Zone Management in Egypt for DANIDA, with Deloitte &amp; Touche and Nordic Consulting Group A/S, Egypt. Client: Danida/Deloitte &amp; Touche</p> <p>Institutional Analysis and Environmental Training:</p> <p>Environmental Action Plans for 6 Governorates (Giza, Fayom, Behaira, Elmenia, Ismailia and Port Said), DANIDA ESP Programme, 2007</p>
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*Capacity Building Program on EIA and Promotion of Public Participation in West Asia*  
**Terminal Evaluation**

			<p>Environmental profiles for 11 Governorates in Egypt (Alexandria, Giza, Qalyubia, Fayoum, Menoufia, Beheira, Ismailia, North Sinai, El Wady El Gedid, Port Said, Minya), DANIDA ESP Programme, 2007</p> <p>Governorate Environmental Action Plans for Giza, Fayoum, Beheira, Elmenia, Ismailia and Port Said, EEAA GEAP Unit, 2007</p> <p>Technical Assistance to Complete Governorate Environmental Profiles within 11 Governorates: Alexandria, Giza, Qalyubia, Fayoum, Menoufia, Beheira, Ismailia, North Sinai, El Wady El Gedid, Port Said, Minya, Environmental Sector Programme (EMU Sub-Component), EEAA-DANIDA, 2006</p> <p>Environmental Profile and Action Plan for the Supreme Council of Luxor, Social Fund for Development, 2005</p> <p>Environmental Profile and Governorate Environmental Action Plan GEAP for Aswan, 1993</p> <p>Evaluation of the UNDP Egypt Country Programme for the years 2002- 2006</p> <p>Outcome Evaluation of the UNDP Outcome for Improved Capacity of National/Sectoral authorities to plan and implement integrated approaches to environmental management and energy conservation, 2006.</p> <p>National Evaluation of the UNDP MedWetCoast Project: Conservation of Wetland and Coastal Ecosystems in the Mediterranean Region, 2006</p> <p>Mid Term Review of the Nile Transboundary Environmental Action Plan (NTEAP), 2006</p> <p>Country Environmental Analysis Study for Egypt (CEA), the World Bank 2005</p> <p>External Evaluation of the Mediterranean Action Plan phase II, Coordinating Unit for the Mediterranean Action Plan, UNEP/MAP</p> <p>Final Evaluation of the Implementation of the Strategic Action Programme for the Red Sea and the Gulf of Aden, Regional Organization for the Red Sea and the Gulf of Aden, PERSGA, GEF Capacity Building for Environmental Inspectors (Textile and Leather Tanneries Industries), Development Training 2 (DT2)/Institute of International Education (IIE)/USAID, Egypt</p> <p>EIA Registration, Evaluation, and Follow-Up Automation for Sharkiah and Ismailia Governorates Environmental Management Units, Egyptian Environmental Affairs Agency (EEAA)/METAP, Egypt</p> <p>Oil Industry-Specific Environmental Training Course for GUPCO, Egypt</p> <p>Introductory Environmental Training Course for Banking Institutions (CIB), Egyptian Pollution Abatement Project (EPAP)/EEAA, Egypt</p> <p>Training Workshop: Private Sector Involvement in Solid Waste Management in Aswan and Beni Suef Governorates, WASTE/DANIDA, Egypt</p> <p>Capacity Building for Environmental Inspectors (Hospital Facilities &amp; Pharmaceutical Industries), Development Training 2 (DT2)/Institute of International Education (IIE)/USAID, Egypt</p> <p>Establishment of an Environmental Monitoring Program for Port Ghalib Marina, Marsa Alam for Tourism Development (EMAK), Red Sea, Egypt</p>
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*Capacity Building Program on EIA and Promotion of Public Participation in West Asia*  
Terminal Evaluation

				<p>Study on Urban Planning Process and Institutional Analysis for the Cairo Governorate, Cairo Urban Poverty Project/DFID, Egypt</p> <p>Analysis of the Institutional Set-Up for Environmental Management in Egypt at National and Governorate Level/DANIDA, Egypt</p> <p>Mid-Term Review of the Technical and Institutional Support Component of the Egyptian Pollution Abatement Program (EPAP), Egyptian Environmental Affairs Agency (EEAA)/FINNIDA, Egypt</p> <p>Mid-Term Evaluation of Cairo Air Improvement Project (CAIP)/USAID, Egypt</p> <p>Environmental Auditing &amp; Planning Report for Development Projects, Social Fund for Development/World Bank, Yemen</p> <p>Review of Environmental Information and Monitoring Programme (EIMP)/DANIDA, Egypt</p> <p>Environmental Management Plan (EMP) for the Education Action Project/World Bank, West Bank &amp; Gaza</p> <p>Development of a System for Handling Public Complaints, Organizational Support Programme (OSP)/Egyptian Environmental Affairs Agency (EEAA), Egypt</p> <p>Preparation of the Environmental Action Plan for the Egyptian Coast of the Gulf of Aqaba</p> <p>Environmental Monitoring &amp; Impact Assessment for Mobile Base Stations, MobiNil, Egypt</p> <p>Capacity Building for Environmental Inspectors (Fertilizer Industries), Development Training 2 (DT2)/ Institute of International Education (IIE)/USAID, Egypt</p> <p>Environmental Training Course, Small and Medium Enterprise Development, Ministry of Foreign Trade/CIDA, Egypt</p> <p>Consulting Services to Improve Overall Management of Health Care Wastes in Sohag City, Support of Environmental Assessment and Management (SEAM) Programme, EEAA/DFID, Sohag, Egypt</p> <p>Workshop Presentation on Hazardous Waste Management, CIDA Program Support Unit— Egyptian Environmental Initiatives Fund (EEIF), Egypt</p> <p>Analysis and Development of Training Capacity, Environmental Pollution Abatement Program (EPAP)/Egyptian Environmental Affairs Agency (EEAA), Egypt</p> <p>Defining Core Operational Components of the National Environmental Disaster Management Unit/Egyptian Environmental Policy Program (EEPP)—PSU/USAID, Egypt</p> <p>Development of Technical Materials for Community Development, Social Fund for Development (SFD)—Environment &amp; Development Department, Egypt</p> <p>Workshop Implementation for National Environmental Disasters Contingency Management Plan, Egyptian Environmental Policy Program (EEPP), Egypt</p> <p>Workshop Facilitation for Egyptian-German Environmental Strategy Review, KfW-EEAA, Egypt</p> <p>Training Services to Build Capacity in Support of International Development Research Center, Intandum/CIDA, Egypt</p> <p>Presentation on the Environmental Context in Egypt, CIDA 4th Annual Programming</p>
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*Capacity Building Program on EIA and Promotion of Public Participation in West Asia*  
Terminal Evaluation

				<p>Workshop/CIDA Programme Support Unit, Egypt</p> <p>Juridicial Training to Inspectors of Suez Regional Branch Offices, Technical and Institutional Support Component of the Egyptian Pollution Abatement Program (EPAP)/EEAA, Egypt</p> <p>Training/Capacity Building on Occupational Safety in Egyptian Industry, Technical and Institutional Support Component of the Egyptian Pollution Abatement Program (EPAP)/EEAA, Egypt</p> <p>Consulting Support Services to UN Commission on Sustainable Development for RIO + 10 Conference/UNDP, Cairo, Egypt</p> <p>Training/Capacity Building on Environmental Aspects for Financing of Industrial Investments, Technical and Institutional Support Component of the Egyptian Pollution Abatement Program (EPAP)/EEAA, Egypt</p> <p>Environmental Training Course for Ministry of Foreign Trade, Small &amp; Medium Enterprise Policy Development/CIDA, Egypt</p> <p>Institutional Development for Natural Protectorate Rangers, Egyptian Environmental Policy Program, Program Support Unit (PSU), EEAA/USAID, Cairo, Egypt</p> <p>West Minya Urban Environmental Upgrading: An Integrated Development Project/ESDF, Egypt</p> <p>Technical Assistance to the GC &amp; F RBOs of EEAA in developing Training TORs for identified training courses, ESP-DEM Component, Danida</p> <p>Technical Assistance in developing the Annual Plan of the DEM Component supporting the Suez RBO of EEAA, ESP-DEM Component, Danida</p> <p>Technical Assistance in developing and delivering "Profile Design &amp; Information Issues" to the GC &amp; F RBOs, ESP-DEM Component, Danida</p> <p>Technical Assistance to the National Bank of Egypt in upgrading its environmental policy, infrastructure, and capacity building. Egyptian Environmental Initiatives Fund /CIDA, Egypt</p>
1991-1999	Egypt	Technical Cooperation Office for the Environment (TCOE)	Director	<p>1. Management of projects and activities (institutional support projects, policy formulation and investment projects) undertaken by national and international groups of experts and research personnel in the fields of environment and sustainable development. Examples of these projects are:</p> <p>The National Programme for Environmental Management systems and ISO 14000.</p> <p>National Environmental Disaster Contingency Planning.</p> <p>The National Hospital Waste Management Programme.</p> <p>The National Programme for the Reuse of Wastewater &amp; Sludge.</p> <p>The establishment of the Egyptian Environmental Monitoring &amp; Information System.</p> <p>Preparation of environmental profiles and action plans for governorates of Egypt.</p> <p>Institutional Support Programme to the Egyptian Environmental Affairs Agency (EEAA)</p> <p>Environmental Education and Public Awareness Programmes.</p> <p>Vehicle Inspection Centers and Licensing System.</p>

*Capacity Building Program on EIA and Promotion of Public Participation in West Asia*  
**Terminal Evaluation**

				<p>Environmental Audits and Feasibility Studies for industrial polluters.          Industrial Hazardous Waste Management in Egypt.          National Pollution Prevention Programme.</p> <p>2. Coordination with donors for environmental support programmes, and follow-up on actual projects planning, formulation and implementation (support programmes cover: institutional support, technical assistance and investment projects in the fields of environment and sustainable development).</p> <p>3. Representing Egypt in various national and international environmental seminars, conferences and events, for example:          Multi-Donor Mission core Programme- Cairo, January 1993          Multi-Donor Mission Technical Review – Washington, March 1993          Representative of the Egyptian Environmental Affairs Agency in the commission on sustainable development, UN, New York, May 1994          Representative of Egyptian Environmental Protection Agency in Egyptian -Canadian Joint Planning workshops, Ottawa, Canada, Aug 1994          Member of the Egypt / U.S. Partnership for Economic Growth and Development / Subcommittee for Sustainable Development and the Environment, February 1995.          Member of the Official Egyptian Delegation to Committee meetings for Gore/ Mubarak Initiative (Partnership for Economic Growth and Development/ Subcommittee for sustainable Development and the Environment, Washington, U.S.A., May, 1995.</p> <p>4. Management of the TCOE organization (40 members), including the preparation of policy objectives, and directing on-going technical, financial, and administrative activities</p>
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Other relevant information (e.g., Publications)

#### **Annex 4: List of Reviewed Documents**

Capacity Building in Environmental Impact Assessment and Promotion of Public Participation in West Asia, Project Document, 2007  
Project extension request  
Annual Development Account Progress Report, UNEP, August 2007-February 2008  
Annual Development Account Progress Report, UNEP, February 2008-September 2008  
Annual Development Account Progress Report, UNEP, January 2008 – January 2009  
Request to transfer funds between budget lines  
List of Qatar Workshop attendees  
Final List of participants EIA Sub Regional Oman  
Final List of participants Sub regional Jordan  
Final List of Participants Web training  
Kuwait Workshop attendees  
Lebanon Workshop attendees  
List of participants to start up meeting.  
Lebanon workshop questionnaires evaluation summary  
Amman workshop questionnaires evaluation summary  
Kuwait workshop questionnaires evaluation summary  
Qatar workshop questionnaires evaluation summary  
List of NGOs participating in the two sub regional civil society workshops  
List of IT specialists attending the training session of the website development.  
Media clippings and reports (Kuwait and Qatar).  
Project Terminal Report, June 2010 (this is the date of provision of the report to the Consultant)

#### Workshops presentations:

Introductory Presentation.  
Public Participation  
Overview of EIA  
CEDAR EIA: E-Learning  
Presentation EIA Arabic  
Public Participation in Syria  
Public Participation in Jordan  
Public Participation in Yemen

## Annex 5: List of Interviewees during the Evaluation Cycle

### List of Project Staff who has been interviewed during the field visit to Bahrain

In- depth Personal Interviews	
Name	Position
Melanie Hutchinson	Programme Officer, UNEP/ROWA
Reem Al-Qawas	Finance & Administrative Officer, UNEP/ROWA
Heideloire Fiedler	Scientific Affairs Officer Chemicals Branch- Division of Technology, Industry and Economics, UNEP
Fareed I. Bushehri	Programme Officer , UNEP/ROWA
Mohsen El Mohandes	Consultant – Compliance Assistance Programme (CAP), UNEP/ROWA
Etaf Chehade	Long- Term Consultant to the project, UNEP/ROWA
Abdul-Majeid Haddad	Programme Officer – Climate Change ,Costal& Marine Environment, UNEP/ROWA
Budoor Al-Maliki	Administrator and assistant, UNEP/ROWA
Zeinab Faysal Humaidan	Tunza Advisor, Tunza program of UNEP, Bahrain
Shiekha Ahmed Al – Alaiwi	Tunza Youth Advisor, Tunza program of UNEP, Bahrain
Phone Conversations	
Name	Position
Eng. Suzan Mohammed Al-Ajjawi	Senior Environment Specialist, Public Commission for the Protection of Marine Resources, Environment & Wildlife, Environment Assessment & Planning Directorate
Eng. Helal El Raiashi	Yemen Environmental protection Authority (EPA)
Nagi Shemea	EIA Consultant, Lebanon
Yehia Ewaida	EIA Consultant, Syria

### List of Respondents to the E-questionnaires

Category	Name	Affiliation	Notes
Technical Staff	Mr. Hussein Shedaiwa	Yemen, Environmental protection Authority (EPA)	They participated in filling one questionnaire
	Salem Bakhyzel	Environmental protection Authority (EPA)	
	Eng. Helal El Raiashi	Yemen Environmental protection Authority (EPA)	
	Isabelle Van der Maren	Oman, Sr. Technologist-Utilities & Environnent,	
NGOs		Oman, Future member in one of the NGOs	Did not reveal his/her name
	Ms. Shaikha Ahmed Al Alaiwi	Bahrain, Tunza youth advisor of west Asia region	
	Mr. George Mitri	Lebanon, Association fro	

*Capacity Building Program on EIA and Promotion of Public Participation in West Asia*  
Terminal Evaluation

		Forest Development and & Conservation, Programme coordinator	
	Eng. Wijdan Al-Sharif	Palestine, CEDP Representative / Manager	
	Dr. Sayed K. Khattari	Jordan, Professor Jordan Environment Society Land Resources & Environment Management Faculty of Agriculture University of Jordan	Did not fill questionnaire but sent feedback on an email
<b>IT Specialists</b>	Ehab H. El-Geddawy	Qatar, Senior Web Developer – Ministry of Environment	
	Eng. Khaled Salem	Palestine, Director Environment Quality Authority - IT ,GIS & RS Specialist	
	Rabeea Al-Rahbi,	Oman Environmental Planner, Ministry of Environment & Climate Affairs	
<b>Focal Points</b>	Amin Mohammad Kaeed Al Hamady	Yemen, General Director of Monitoring and Evaluation (M&E)	
	Ms. Sameera Al-Kandari	Kuwait, Head of Developmental projects section	
	Mr. Ahmed Al Kofahi	Jordan, JES/ Executive Director	They participated in filling one questionnaire
	Ms. Sarah Asouqi	Jordan, JES	
	Ms. Lina Nalaskik	Jordan, Training Courses Coordinators, JES	
	Dr. Yahia Awaidah	Syria, Head of Environment Expert Network	

## **Annex 6: Categorized E- Questionnaires Evaluation**

### **Questionnaire Objectives**

As part of the Capacity Building on Environmental Impact Assessment (EIA) and Promotion of Public Participation in West Asia implemented by the United Nations Environment Programme (UNEP), NGOs have been targeted. The overall objective of the programme was to build the capacity in West Asia for reviewing the EIAs by regulatory agencies and Civil Society Organisations to ensure the environmental sustainability of development projects in the region as a contribution to the achievement of the Millennium Development Goals (MDGs).

This stage involves a Terminal Evaluation for the programme. The consultant approaches the different beneficiaries from the programme and assesses the extent of their benefit and the key lessons learnt from the programme implementation. NGOs participation in this evaluation is not only a requirement for the completion of this Terminal Evaluation but rather an added value to the design and implementation of future programmes. This e-questionnaire has been designed to fulfill these aims.

### **General guidance for filling the e-questionnaire**

1. For each statement, please check if you agree or disagree using a rating scale from "1" to "5". A rating of "1" indicates Excellent, "2" indicates Very good, "3" indicates Good, "4" indicates Fair and "5" indicates Poor.
2. It is recommended that the questionnaire is filled by the NGO member (s) who participated in UNEP training.
3. Please attach any further document that are perceived as relevant to the questionnaire (e.g. training report or any sorts of training documentation)
4. Elaborate you answer for the open-ended questions and extend cells as needed
5. General feedback and recommendation are encouraged. Please add this under the relevant section of the

**NGOs E-questionnaire**

**Part 1: NGO Information**

Country	
Position within the NGO	

**Part 2: The Capacity Building Programme Evaluation**

1. Has the programme been proceeded by any training needs assessment activities?

1	2	3	4	5
---	---	---	---	---

2. What were these activities?

.....

.....

3. Do you think the programme met your needs?

1	2	3	4	5
---	---	---	---	---

4. Which topic/subject within the programme benefited you most?

.....

.....

5. Are you currently utilizing/applying the subjects that you have learnt?

1	2	3	4	5
---	---	---	---	---

6. Which topics in particular are you applying on the practical level?

.....

.....

7. What challenges do you face in adapting a participatory, bottom up approach to the EIA?

.....

.....

8. Have you been approached by any of the program developers/providers after the capacity building programme (e.g. in order to evaluate the programme, continue supporting you as a beneficiary, learn the challenges that you face ...etc)

1	2	3	4	5
---	---	---	---	---

9. How was this done?

.....

.....

10. Do you benefit from the developed website as part of this project?

1	2	3	4	5
---	---	---	---	---

11. Do you benefit from the project website (open fora / discussions/materials ...etc)? Please comment

1	2	3	4	5
---	---	---	---	---

.....

.....

12. What benefits can users gain from visiting the developed website?

.....  
.....

13. If the capacity building programme were to be redesigned again, what are your key recommendations/lessons learnt that you think are of importance to consider?

.....  
.....

**IT – e-Questionnaire**

Country	
Position	

1. Under the UNEP Capacity Building program in West Asia, has any website been developed?

Yes

No

2. If Yes, how do you rate the developed website?

1

2

3

4

5

3. How do you rate the training over all?

1

2

3

4

5

4. Were you able to apply the learned skills?

1

2

3

4

5

5. What were the main benefits you gained from the training?

.....  
 .....  
 .....

6. In your opinion, do you think the website will help improving the quality of EIA?

1

2

3

4

5

7. How?.....  
 .....  
 .....

8. How would you rate the content of the website?

1

2

3

4

5

9. Please add any comment / recommendation you fell important

.....  
 .....  
 .....

### Focal Point E-questionnaire

Country	
Position	

#### **Results**

1. What have been the key results of the EIA capacity-building project? Please elaborate the main benefits and shortcomings.

.....  
 .....  
 .....

2. Did the project improve the capacity of relevant staff to review EIAs?

1	2	3	4	5
---	---	---	---	---

#### **Catalytic effects**

3. Has the project led to institutional change or catalytic financing?

1	2	3	4	5
---	---	---	---	---

Please exemplify.....

#### **Sustainability**

4. Has the project been anchored within relevant national authority?

1	2	3	4	5
---	---	---	---	---

5. How will sustainability of project impact be ensured?

#### **Stakeholder involvement**

6. Were the relevant stakeholders targeted and engaged in the project?

#### **Workshop**

7. Were the training needs identified before the training was designed and implemented?

1	2	3	4	5
---	---	---	---	---

8. Did the relevant audience participate in the workshops?

1	2	3	4	5
---	---	---	---	---

9. Did the workshops discuss/provide options and recommendations for conducting and reviewing EIAs more efficiently?

1	2	3	4	5
---	---	---	---	---

#### **Website**

10. Was the envisaged website established?

1	2	3	4	5
---	---	---	---	---

11. What functions has it served?  
.....

**UNEP supervision and backstopping**

12. How frequently have you corresponded with the UNEP Task Manager?  
.....

13. Were you involved in any UNEP supervising missions?  
                       

Collaboration with executing agency

14. Have the roles and responsibilities of participating agencies been clear?  
                       

Please exemplify.....

15. Has any co-financing been mobilized?  
 Please specify amount and source  
 In kind co-financing? .....  
 Cash co-financing? .....

16. Has any monitoring and evaluation plan been implemented?  
                       

17. Did you participate in any mid-term evaluation of the project?  
                       

**Technical Staff Questionnaire**

Country	
Institution Name	
Position	

**The Capacity Building Programme Evaluation**

1. Did you get your questions answered during the training?  
                       

2. Was the training well-tailored to your needs?  
                       

3. Will you be able to apply the knowledge learned?  
                       

4. How do you rate the training overall?  
                       

5. Have you been involved after the training in any EIA process?  
       Skip to 7

6. Please elaborate on the EIA active that you have participated in since your participation in the training:

-----  
-----

7. What are the main challenges that face the practical application of the knowledge/procedures that you learnt during the training?

-----

8. Have you been able to overcome the main challenges facing the practical use of the skills you have obtained, such as resources, awareness, political will.... etc?

Yes

No

Skip to 10

9. How?

-----

10. Do you have any suggestions/recommendations about how the training could be improved or any further comments?

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### Annex 7: Status of the Requested Documents

Requested Documents	Comments
Project supervision plan	The Project does not have a formal supervision plan, instead its supervision falls under the usual Delegation of Authority of the Regional Office as an outposted office of UNEP. It has a Project Manager (Ms. Melanie Hutchinson, a Programme Officer in UNEP/ROWA), who reports directly to the Regional Director, who has the oversight as well as making decisions related to policy and administrative aspects
Supervision mission reports	As a relatively small scale, regional project, implemented by the Regional Office, there were no supervision missions undertaken. All missions relate to project implementation (Mission Reports provided)
Steering Committee meeting documents, including agendas, meeting minutes, and any summary reports	As a relatively small scale, regional project, implemented by the Regional Office, there was no formal Steering Committee established.
Project progress reports, including financial reports submitted	Attached
Mid-term evaluation sheet	No Mid-Term Evaluation was carried out.
Other documentation of supervision feedback on project outputs and processes, e.g. comments on draft progress reports, etc.	No supervision feedback was received on Project Progress Reports.
Extension documentation	Attached
Project revision documentation	Attached
Budget revision documentation	Attached
Annual project Implementation Reports PIRs	None requested by the UNDA, just the Project Progress Reports cited above.
Cash advance requests documenting disbursements	Disbursements were made via SSFAs, which are attached. Disbursements requests were made to the Administration and Finance Office by e-mail or orally.
Management memos related to project	No management memos have been raised.
Any additional documents that you might have and you think of relevance to the evaluation	Additional documents attached: <ul style="list-style-type: none"> <li>• Evaluation summaries of the Training Workshops</li> <li>• Media clippings and reports</li> <li>• Mission Reports (please note that these are internal UNEP documents, but attached for information)</li> </ul>

**Annex 8: Model of the Evaluation Charts received from UNEP/ROWA**

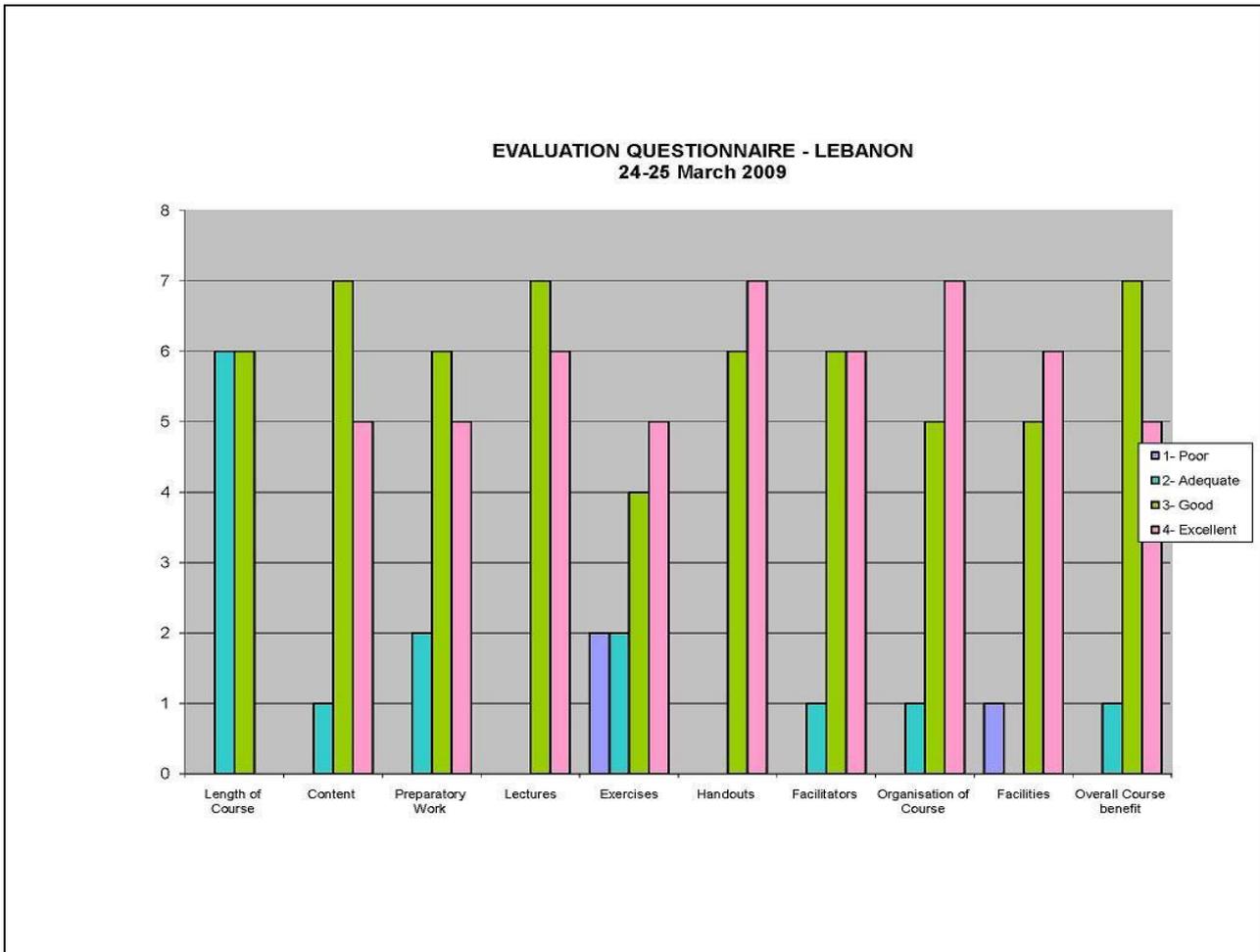
EIA-Qatar- EVALUATION CHART

<u>the most useful parts of the Course were</u>	<u>The least useful parts of the Course were</u>	<u>I will have difficulty applying</u>	<u>My overall feelings about the course are</u>	<u>Other Comments</u>
1 I think all parts of the course	Starategic environment assessment (SEA)		It is very good	More example for public participation in the EIA process.
2 Reminding everyone that SEA should not take as long as EIA evaluation	Everything mentioned was useful as refreshing information to reinforce the principals at EIA and it's importance.	None that I can see other than public participation as this principle is not practical in the State of Qatar at this time.	Good organization	
3 Public participation	None	None		
4				I hope to will be advance course in the future
5 All parts			Very good	
6 The course material, particiants from different authorities	No comment	Nil	I'm glad to participate in the workshop which gave me the opportunity to improve my skills in this subjects.	It will be more benefiter if the course was longer with more exercises.
7 Explaining the compact and the EIA the purpose of it and goals overall	None	For SEA, still the object not fill and addressed	Excellent	
8 The exercise			Very good	Please revise the Arabic handout, we need to strength the trainers part.
9				
10 The course was very interesting in general	N/A	NO	It was very successful workshop we hope to repeat the course	
11				

**Capacity Building Program on EIA and Promotion of Public Participation in West Asia  
Terminal Evaluation**

EIA-Qatar- EVALUATION CHART

	<u>the most useful parts of the Course were</u>	<u>The least useful parts of the Course were</u>	<u>I will have difficulty applying</u>	<u>My overall feelings about the course are</u>	<u>Other Comments</u>
12	Sea and public participation framework	None	Public participation reality work	Good introduction to new comers and users	
13	All material was excellent	Mitigation and impact management	No	Excellent	No Comments
14	Actually the course was having a fill coverage for acknowledging all participants	I didn't find any, except it is needed to have probably another workshop for SEA	The participation of the public as this will need to have different administrative structure than what is available now.	It was above satisfactory	
15	All the parts discussed			Very useful	
16				It's very good, interesting and I learn more information about EIA. I wasn't know.	
17	The importance of the EIA in all areas		No	Very fantastic and useful course	
18	The most useful part are ( screening, scooping and public participation).	SEA	No	I feel it's very good	I want to thank you for this course and I hope there is more specially about SEA
19	All points actually and specially the public participation.	I think nothing	Just in how to guide about the project if it benefit for our environment	This course which the EIA on last three days was useful and it increased my knowledge which is benefit specially for my work that dials with EIA and Environment permit for many diferent projects. Thanks and god bless you	Actually on my opinion I think I need more practice and exercise in EIA to be more flexible for guide on all projects.



## Annex 9: Result Based Budget as per the Project Document

Expected accomplishment	Main activities	Budget lines	Amount
EA1: Increased understanding of the requirements and importance of EIA throughout West Asia	A1.1: 1 x regional start-up meeting for National Focal Points to elaborate the project and secure commitment in assisting in the implementation of workshops at the national level	602 (GTA)	9,000
		604 (Consl)	5,000
		608 (UNEP Travel)	4,000
		616 (Op. Expenses)	2,000
		618 (Supplies)	1,000
		621 (Seminars/Workshops)	48,000
		<i>Sub-total for A1.1</i>	(69,000)
	A1.2: 10 x one-day high-level national decision-makers briefing on EIA and their role in the developmental decision making process	<i>As activities A1.2 and A2.1 are taking place back-to-back, the budgets for these activities area combined below.</i>	
EA2: Increased skills in review of EIAs amongst the relevant national authorities			
	A2.1: 10 x three day training workshops for national technical staff in the relevant ministries on EIA	602 (GTA)	36,000
		608 (UNEP Travel)	40,000
		616 (Op. Expenses)	10,000
		618 (Supplies)	4,000
		621 (Seminars/Workshops)	100,000
		<i>Sub-total for A1.2 and A2.1</i>	(190,000)
			A2.2: Publication of EIA case studies from the region
		604 (Cons)	12,000
		612 (Contractual Services)	10,000
		616 (Op. Expenses)	1,000
		618 (Supplies)	500
		<i>Sub-total for A2.2</i>	(27,500)
EA3: Enhanced public participation in EIAs in West Asia			
	A3.1: Support to national agencies in the development of websites for the dissemination of EIA reports for public review	602 (GTA)	3,000
		604 (Cons.)	20,000
		604 (Cons. Travel)	25,000
		616 (Op. Expenses)	1,000
		618 (Supplies)	500
		<i>Sub-total for A3.1</i>	(49,500)
			A3.2: 2 x sub-regional Workshops for NGOs on reviewing and submitting comments on EIAs
		604 (Cons.)	5,000
		608 (UNEP Travel)	8,000
		616 (Op. Expenses)	2,000
		618 (Supplies)	1,500
		621 (Seminars/Workshops)	90,000
		<i>Sub-total for A3.2</i>	(118,500)
	A3.3: Review of national websites to ascertain the quality of EIA reports and the implementation level of public participation in the decision-making process	602 (GTA)	6,000
		604 (Cons.)	3,000
		616 (Op. Expenses)	1,000
		618 (Supplies)	500
		<i>Sub-total for A3.3</i>	(10,500)
Monitoring and evaluation			10,000
<b>Total</b>			<b>475,000</b>